

I D E N T I F I C A T I O N D A T A

A. Reporting A.I.D. Unit USAID/Kampala Mission or AID/W Office (ES_)	B. Was Evaluation Scheduled in Current FY Annual Evaluation Plan? Yes [X] Slipped [] Ad Hoc [] Evaluation Plan Submission Date: FY <u>94</u> Q <u>3</u>	C. Evaluation Timing Interim [] Final [X] Ex Post [] Other []
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D. Activity or Activities Evaluated (List the following information for project(s) or program(s) evaluated; if not applicable, list title and date of the evaluation report)

Project No.	Project/Program Title	First PROAG or Equivalent (FY)	Most Recent PACD (Mo/Yr)	Planned LOP Cost (000)	Amount Obligated to Date (000)
617-0111	Cooperative Agriculture and Agribusiness Support (CAAS) Project	1988	6/96	20,767	20,767

A C T I O N S

E. Action Decisions Approved By Mission or AID/W Office Director	Name of Officer Responsible for Action	Date Action to be Completed
Action(s) Required 1. Strengthen and improve the M & E for the balance of CAAS. 2. Reorganize the CAAS Core Committee as the PL480 Review Committee. 3. UCA develop a plan for sustainability of its departments and subsidiaries. 4. Find alternative ways to finance completion of the Primary Society Matching Grant Program. 5. UCA should seek additional support for the Cooperative Movement from other donors, such as SCC.	Coop Bank/USAID USAID, UCA, ACDI UCA UCA, USAID UCA, USAID	1/1/95 1/1/95 2/1/95 1/1/95 FY95

A P P R O V A L S

F. Date of Mission or AID/W Office Review of Evaluation: (Month) (Day) (Year)
 October 13 1994

G. Approvals of Evaluation Summary And Action Decisions:

Name (Typed) Signature Date	Project/Program Officer	Representatives of Borrower/Grantee	Evaluation Officer	Mission or AID/W Office Director
	Gary Bayer	Charles Kabuga	Louanne Douris	Donald B. Clark
	<i>[Signature]</i>	<i>[Signature]</i>	<i>[Signature]</i>	<i>[Signature]</i>
	1-30-94	05.12.1994	11-28-94	8/30/95

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ABSTRACT

H. Evaluation Abstract (Do not exceed the space provided)

The project aim is to assist the Cooperative Movement in Uganda to enhance agricultural productivity and production through policy improvement, institutional development, agribusiness development, and increased input supply. The project is being implemented through a contract with Agriculture Cooperative Development International (ACDI) in conjunction with host country organizations; Ministry of Trade and Industry (MTI), Uganda Cooperative Alliance (UCA) and the Cooperative Bank Limited (CBL). This interim evaluation (9/5/94 - 9/23/94) was performed by a United States Department of Agriculture (USDA) team and was conducted on the basis of reviewing of project documents, visits to various project sites, and interviews with CAAS Project host country organization and USAID personnel. The purpose was to determine what the project has accomplished since it was redesigned in 1991 and to determine what impact the project has had at all levels of the Cooperative Movement. In addition, the evaluation was made to assist the Mission to determine the most efficient and effective means to manage any continued assistance to the cooperative development components of the project provided through the extension of the PL480 Title II monetization program. The major findings and conclusions are:-

- * The project has been successful in achieving the following objectives:
 - Training
 - Financial assistance
 - Matching grants
 - Audit services
- * Project activities increased farm household level income and improved the quality of life for society members.
- * Policy study recommendations were influential in liberalizing GOU agricultural marketing policies and in creating a new cooperative statute effectively removing the influence of central government from the cooperative movement.
- * The project has had a limited impact on the rehabilitation of the oilseed sector.
- * The structure of the CAAS Core Committee appeared appropriate to providing oversight and guidance to project implementation.

COSTS

I. Evaluation Costs

Name	I. Evaluation Team	Affiliation	Contract Number OR TDY Person Days	Contract Cost OR TDY Cost (U.S.\$)	Source of Funds
Tom Trail, Team Leader & Rural Sociologist		USDA	20 days	61,346	USAID
Jim Roof, Agric. Cooperative Spec.		USDA	20 days		
Keith Wiebe, Agricultural Economist		USDA	20 days		

2. Mission/Office Professional Staff
Person-Days (Estimate) 71/2

3. Borrower/Grantee Professional

Staff Person-Days (Estimate) 20

SUMMARY

J. Summary of Evaluation Findings, Conclusions and Recommendations (Try not to exceed the three (3) pages provided Address the following items:

*Purpose of evaluation and methodology used

*Principal recommendations

*Purpose of activity(ies) evaluated

*Lessons learned

*Findings and conclusions (relate to questions)

Mission or Office USAID/Kampala

Date This Summary Prepared:
November 1, 1994

Title And Of Full Evaluation Report: Final Evaluation Report, Cooperative Agriculture and Agribusiness Support Project

1. Purpose of the activities evaluated:

The Uganda Cooperative Agriculture and Agribusiness Support (CAAS) project is a seven-year effort by USAID to assist the Government of Uganda (GOU) and the Uganda Cooperative Movement to enhance agricultural productivity and production through policy improvement, institutional development, agribusiness development, and increased input supply.

In August 1990, a midterm impact evaluation was conducted to help the USAID Mission to revalidate the overall project design and implementation plan. As a result of the evaluation, the project was redesigned in early 1991 to continue to support several carefully selected major commodity/geographical area agribusiness development targets. The selected major commodities were:

1) increased vegetable oil production and increased self sufficiency; 2) coffee sector development, particularly policy and market structure changes including export privatization and improved quality to increase export earnings and the farmer's share of sales; and 3) development of carefully selected non-traditional crops for domestic and export crops.

Within the commodity/areas, CAAS support operates primarily through six to eight district cooperative unions and their best primary societies. Through this decentralization they directly serve farmers in the selected commodity areas of focus.

The CAAS project is implemented by Agricultural Cooperative Development International (ACDI) as the prime contractor and RONCO as subcontractor. The project, as redesigned, provided less support for improving policies and institutional performance, and more for selected agribusiness development activities. The project assisted in the programming of local currency generated by both the Commodity Import Program and by a PL-480 Vegetable Oil Monetization Program.

2. Purpose of the Evaluation and Methodology Used:

The primary purpose of this CAAS project evaluation is to determine what the project has accomplished since the 1991 redesign, and to determine what impact the project has had at all levels of the cooperative movement – from the producer members, to primary societies, district unions, national unions, the UCA, and the MTI.

Another major evaluation focus is to determine what impact the project has had on women, women's groups, and women's activities both within and outside of cooperatives, and any impact the project has had on other non-cooperative entities. The evaluation was also to determine which activities would be sustained and sustainable without further USAID assistance following the completion of the project. In addition, the evaluation was to assist the Mission to determine the most efficient and effective means to manage any continued assistance to the cooperative development components of the project provided through the extension of the PL-480 Monetization program.

The team reviewed the CAAS project publications, and other pertinent publications, reports, and documents. The first two thirds of the three-week evaluation period was spent meeting and conducting interviews with appropriate UCA, MTI, and USAID officials in Kampala, and in five days of field visits with the membership of five primary societies and the staff of three unions. Interviews were also conducted with participants of both in-country and off-shore training activities.

The team utilized the Redesign Logical Framework for analysis of project elements. In addition, the SOW for the project evaluation outlined the project goal and objectives for the project redesign, and summarized the major outputs planned.

3. Findings and Conclusion:

The following questions from the SOW were addressed:-

A. Assess the degree to which project activities implemented have been successful in meeting the targets identified in the project purpose and amendments identified by the project revision of 1991. The following were to be addressed:

- Measure the increase in the utilization of key agricultural inputs.

Due to the demise of UCCU, no verifiable statistical measures are available to measure such an increase.

3

Training, financial assistance, matching grants, and audit services have all worked to create a strong, disciplined, and unified cooperative movement.

- B. Assess what impact the project has had on the development of the three focused major commodity area/agribusiness industries identified by the 1991 project revision.

- Assess what effect the project had on cooperatives exporting coffee.

Various project activities, including policy recommendations and the creation of UNEX, have had a significant positive impact on cooperative union coffee exports and export earnings.

- Assess what progress the project has made on the rehabilitation of the edible oil industry and determine if further assistance is needed and how the industry can be sustained.

The project has had a limited positive impact through support of sunflower production. Major improvement will depend on rehabilitation of the cotton industry and greatly improved repair or replacement of existing small-scale oil-milling operations.

- Assess what progress has been made on developing selected non-traditional crops for export and recommend how it can be sustained.

Progress has been made in field trials and experimental marketing of snowpeas. Uganda remains constrained by isolation from world markets, lack of marketing experience, and lack of infrastructure.

- C. Assess the adequacy and effectiveness of the various elements of project management.

- Examine the effectiveness of the CAAS Core Committee in providing coordination and oversight for implementing project activities, and recommend the management structure required to coordinate and oversee continued PL-480 Title II funding of on-going CAAS activities in the future.

Whereas the structure of the CAAS Core Committee appeared appropriate to its tasks, the team's inability to locate records documenting CAAS activities and expenditures suggests a strong need for improved monitoring and evaluation. The addition of a voting representative from the PL480 Title II funding component and a non-voting representative from the Cooperative Bank would help to strengthen general project oversight.

- Determine whether reports (technical and financial) have been submitted and filed in a complete and timely manner.

Throughout the entire project, the team was satisfied with the reports submitted by selected UCA units. Since the project redesign, the two Mission impact assessments were not conducted and contractor's representative yearly reports were not written. Information from such assessments and reports might have provided impact-specific data.

- D. Examine the sustainability of the project in view of the expansion of the UCA organization and staffing brought about, in part, by project assistance flowing to and through UCA, its departments and its subsidiaries.

With astute, conservative fiscal management and new oversight of financial and management activities, a major portion of UCA and its components may be sustainable with some additional — but reduced — project assistance.

4. Principal Recommendations:

- A. Projects similar to the CAAS project should be monitored closely at all stages by USAID to make certain that only a limited number of well-targeted activities are undertaken, and that these critical components are adequately funded and staffed.
- B. Project design/redesign should be closely monitored by the USAID Mission to ensure that there are strong and direct linkages between the stated goals, purposes, and objectives of a project and the project activities undertaken, project component budgets, and the set of impact indicators to be used in project evaluation. Planned yearly impact assessments and reports as required in the project should be conducted.
- C. The CAAS Core Committee, with representatives from UCA, MIT, and USAID, should play a stronger role in project oversight related to monitoring, evaluation, and reporting of project-related activities. With the support of selected activities under PL-480, the new PL-480 Program Review Committee should include the PL-480 representative and a representative from the Cooperative Bank on the committee.
- D. The project redesign contributed to refocusing the project on more specific cooperative membership and union targets. This enabled in-country training activities to strengthen understandings and skills of members of local primary societies, and improve management skills of senior managers.
- E. The Matching Grants program was the capstone of the CAAS Project. The MGP directly impacted the lives of about 100,000 members of local societies through the 296 grants. Evidence indicates these grants, coupled with other project activities, increased membership income and improved their quality of life.
- F. There are strong indicators of capacity building at all levels in the Cooperative Movement. Members of primary societies have developed a stronger sense of ownership and commitment. The unions targeted in the redesign are more efficiently managed and economically viable. However, the Project has directly only reached about 5 percent of the primary society membership. Institution building is a long term process, and to consolidate gains realized under the project continued assistance is essential. The continued support in selected activities under PL480 funding will be helpful in consolidating these gains.
- G. UCA and USAID should strive to seek additional support to continue to strengthen cooperative program activities. This support might be obtained from within or through other donors such as SCC. SCC is contributing about \$2,000,000 to support UCA activities for the next two years.
- H. UCA receives substantial assistance from SCD, EEC, and Danida. The Mission should coordinate continued assistance for UCA with other donors and prioritize USAID funds for selected interventions under the PL480 project.
- I. Evidence indicates that USAID funding had a positive impact on all components of the CAAS project.
- J. Comprehensive evaluations of training activities were not carried out as planned in the redesign. These types of evaluations should be an integral part of any future training efforts under the PL480 Monetization Project.

ATTACHMENTS

K. Attachments (List attachments submitted with this Evaluation Summary, always attach copy of full evaluation report, even if one was submitted earlier, attach studies, surveys, etc., from "on-going" evaluation, if relevant to the evaluation report)

United States Department of Agriculture Final Evaluation Report - Cooperative Agriculture and Agribusiness Support Project (617-0111), September 23, 1994.

COMMENTS

The Executive Summary of the report states the Coop Bank representative should be a non-voting member of the Core Committee, page 26 of the report says Coop Bank representative should be voting member. In this regard, the Mission comment on page 6 of PES recommends that the Coop Bank representative be voting member. This has been accepted by other members of the Core Committee. The Committee also agrees that the PL-480 representative be the program manager and present proposals to the committee but not vote.

L. Comments By Mission, AID/W Office and Borrower/Grantee On Full Report

1. The CAAS project has been redesigned and refocused to concentrate on the restructuring and recapitalization of the Cooperative Bank. This revised focus was in response to requests from the Ministry of Finance and Economic Planning and the Cooperative Movement. After only nine months of direct assistance to the Cooperative Bank, the results are highly gratifying. Of nineteen benchmarks established for measuring progress towards achieving the goal of financial sustainability, the 15 which require action by the bank have been accomplished or surpassed. Further, the Bank at this point has already achieved an operating profit of Ushs. 240,000,000 for this year.

Consequently, since the main focus of the CAAS project and USAID resources is on the Cooperative Bank and full capitalization of the Bank is required to accomplish revised CAAS goals, the Mission believes it is only logical that the Cooperative Bank be a voting member of the restructured CAAS Core Committee.

2. The Evaluation Report discusses oil production promotion under the project and questions whether "essential" interventions such as tractors, bullocks, ploughs, fertilizers and extension, training will be available from the reduced PL480 program. The Mission is of the view that since most agriculture in Uganda is smallholder based, the use of tractors is not efficient. While bullocks are useful in expanding the areas under cultivation, given the small size of many farmers plots they are not necessarily "essential". Fertilizers are normally used only on high value crops, if at all. Extension training however, is very important and can be provided through local level, geographically focused programs such as the Agriculture Technology International (ATI) program under the PL480 program.

3. The Evaluation report dismisses the focus on non-traditional crops, snowpeas, cauliflower, broccoli etc. as being "... fun and fascinating to plan and interesting to visit", but concludes that project activities could be better focused on teaching accounting at the primary society level.

This section ignores the fact that the Government of Uganda (GOU) is making an intensive effort to promote the identification, production and export of non-traditional exports. In support of the GOU, the USAID Mission is focusing considerable resources on raising rural income through non-traditional exports. The report also ignores the fact that significant numbers of small farmers are benefiting from the export of vanilla, chili and on a trial basis, snow peas.

4. The Evaluation Team reported under Lessons Learned that UCA and USAID should strive to seek additional support to continue to strengthen the cooperative program activities both from within (the Cooperative Movement) and from without (donors). USAID believes that continued high proportions of donor support are a disincentive to increased local support. A programmed reduction in the levels and proportions of donor funding can be productive by allowing UCA and the Cooperative Movement to stimulate a better co-partner relationship with individual national and district unions who are the beneficiaries of UCA services and could better support it.

Ref. G/COP/257

November 8, 1994

The Chairman,
CAAS Core Committee,
CAAS Project,
C/o Uganda Cooperative Alliance,
P.O. Box 2215,
KAMPALA.

RE: FINAL EVALUATION REPORT ON CAAS PROJECT

I wish to begin by congratulating you and the Committee members for having successfully implemented the CAAS Project, which as you may realize, was a very complex activity. We are also happy that the project was ably evaluated by a team of evaluators appointed by USAID who submitted their report referred to above. Please find the Ministry's observations/comments on the report attached herewith.


Martin Olobo
DIRECTOR OF COOPERATIVES AND MARKETING

c.c. The Permanent Secretary,
Ministry of Trade and Industry.

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COMMENTS/OBSERVATIONS ON FINAL EVALUATION REPORT ON COOPERATIVE AGRICULTURE, AGRI BUSINESS SUPPORT PROJECT

1.0 INTRODUCTION

The CAAS Project which has just ended, has been a very successful operation. It has generally impacted positively on the Cooperative Movement through:

- * Increased farm incomes
- * Liberalization of the Government of Uganda's marketing policies which broke up monopoly on coffee and cotton exports
- * Matching Grant Programs
- * Improved accountability of Cooperative Unions
- * Opening agri-business opportunities, etc.

On the whole, the Ministry has been quite satisfied with the operations of the Project since it attempted to raise the standard of the cooperative movement. The Final Evaluation Report has been positive. However, it is a general feeling that this evaluation process should have involved Ugandans as participants on the team. This should have been part of our local capacity building initiative.

Having made the above general remarks, we now like to highlight specific observations on the report as follows:

2.0 SPECIFIC COMMENTS

2.1 CAAS CORE COMMITTEE

We strongly believe that the CAAS Core Committee was the best mechanism for controlling the operations of the Project since it was multi-partite. However, the claim by the evaluators that they were not able to locate records documenting CAAS activities and expenditures cannot be accepted. Records of local currency expenditures are available with the Ministry's Project Coordinator and each beneficiary institution was mandated to keep records.

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We agree with recommendations that the new CAAS Core Committee should include representatives from the Ministry of Trade and Industry and a representative from the cooperative movement. All are voting members.

2.2 LACK OF DATA ON VARIOUS COMPONENTS

The report indicates that the team was seriously hampered by lack of data for many of the components assigned for analysis. Whereas this may be true, we cannot accept a claim from the evaluators that the CAAS Contractor's Representative never wrote annual reports after the CAAS redesign period. We would like to confirm that we have records of annual reports prepared by the CAAS Contractor's Representative to date, including final reports.

2.3 USAID AND HOST COUNTRY CONTRIBUTIONS TO THE CAAS PROJECT

We would like to confirm that UGOU contributed through the Ministry of Trade and Industry a total sum of shs. 665,915,800/= during the life of the project and also made available office space and furniture including personnel estimated at shs. 168,000,000/=. However, additional contributions of US \$6.7M for C/P and \$20M through PL-480 cannot be attributed to Uganda Government. These should be additional contributions from USAID.

2.4 AGRIBUSINESS SERVICES

DEVELOPMENT OF OILSEEDS - SUNFLOWERS

This is an important component of the project. The support given to the cooperative movement to boost oil seed production is well commended. However, the Ministry feels strongly that there should always be an extension component to look after the agronomy and marketing. In this respect, extension services of the Ministry of Agriculture and that of Trade and Industry should be utilized. This would have positive impact on this area.

This should be for any agri-business development that the cooperatives may want to undertake in future.

2.5 MINISTRY OF TRADE AND INDUSTRY

We note the evaluations' criticism about lack of effective management information system in the Department for Cooperative Development. However, it should be recognized that the Project paid very little attention to the Department for Cooperative Development which, if it could be realized, plays a key role in the development of the Cooperative movement in this country. However, the Department has now been restructured to undertake its new roles under a newly restructured Ministry. Additional technical assistance would be appreciated to strengthen this Department.

2.6 MARKET NEWS SERVICE

The Ministry is quite satisfied with the operations of this unit and will ensure its continuity even after the end of donor support.

2.7 UGANDA COOPERATIVE CENTRAL UNION

It was unfortunate that UCCU, meant to be the main beneficiary of Commodity Import Program (CIP), had to be dissolved due to gross mismanagement. However, there is still need for an organization to assume some of the roles that used to be played by the same. Members of the cooperative movement should be conscientised on this and perhaps an organization like Uganda Cooperative Consumer Wholesale Union should begin carrying out some of those functions.

2.8 THE MATCHING GRANT PROGRAM

Perhaps this has been the most successful and tangible component of the program. While commending it, we like to point out that for those societies that undertook stores construction, utilization has become a problem. Through the existing PL-480 Monetization Program, special arrangements should be made to facilitate operations of these stores.

The Ministry feels strongly that this component should be extended to other deserving areas/societies.

2.9 CAPACITY BUILDING FOR UCA AND THE MOVEMENT

The Ministry appreciates the role played by the CAIS Project in enhancing capacity building for UCA and the Cooperative Movement. As pointed out, accountability has improved at virtually all levels except at the grass roots. Although a period of seven years may be considered long for donor support, we should recommend that since USAID has initiated many programs for UCA at national level, more time is required to go down at the grass roots to support farmers. It is therefore, felt necessary that USAID should have continued giving support to UCA and the movement for another period of say three years. We are confident that a more viable and strengthened cooperative movement would then emerge from these efforts.

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UNITED STATES DEPARTMENT OF AGRICULTURE

FINAL EVALUATION REPORT

**COOPERATIVE AGRICULTURE AND AGRIBUSINESS
SUPPORT PROJECT
(617-0111)**

Prepared by:

**Mr. Jim Roof
Dr. Keith Wiebe
Dr. Tom Trail (Team Leader)**

Prepared for:

U.S. Agency for International Development/Uganda

September 23, 1994

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ACKNOWLEDGEMENTS

The evaluation team is grateful to all of the persons listed in Annex D who took time to meet with us and share their insights, knowledge, concerns, and suggestions. They all contributed to the success of the team's efforts.

We especially wish to thank the members of the five Primary Societies and staff of the three Unions the team visited. The direct contact and interviews with the primary beneficiaries of the CAAS Project enabled us to directly see the positive impact of the Program in increasing incomes of the membership of the primary societies and improving their quality of life. Most impressive was the strengthening of the grassroots level cooperative movement and the empowerment of the membership.

We thank Mr. Martin Oloho, Coordinator, Cooperatives and Marketing, Ministry of Industry and Trade, who graciously made available his time and the time of his staff for the team's many meetings and interviews. Our appreciation is also extended to Mr. Victor Amman, ACDI's Representative, and Mr. Charles Kabuga, UCA Director, for arranging interviews with Department Heads and the field visitations. Special thanks goes to Mr. Ben Baseeta, Coordinator of the Matching Grants Program, UCA, for accompanying the team on two field trips. His insights and knowledge of the CAAS Project were especially beneficial to the team.

Finally, we wish to thank Mr. Duane Eriksmoen, USAID Project Coordinator, and his USAID colleagues who provided substantive and logistical support for the team throughout our deliberations.

Mr. Jim Roof, Agricultural Cooperative Specialist
Dr. Keith Wiebe, Agricultural Economist
Dr. Tom Trail, Rural Sociologist, and Team Leader

LIST OF ACRONYMS

ADO	Agricultural Development Officer
ACDI	Agriculture Cooperative Development International
AID	Agency for International Development
AID/W	Agency for International Development, Washington
BOU	Bank of Uganda
CAAS	Cooperative Agriculture and Agribusiness Support Project
CAAS/SC	Cooperative Agriculture and Agribusiness Support, Steering Committee
CCC	CAAS Core Committee
CIP	Commodity Import Program
COP	Chief of Party
CMB	Coffee Marketing Board
CRDP	Cooperative Reform and Development Program
DTT	District Training Team
EMAC	Environmental Management Advisory Committee
ET	Evaluation Team
FPSP	Food Production Support Project
FX	Foreign Exchange
GOU	Government of Uganda
IMF/WB	International Monetary Fund/World Bank
LOP	Life of Project
MNS	Marketing News Service
MIT	Ministry of Industry and Trade
MFAD	Manpower for Agricultural Development Project
MOA	Ministry of Agriculture
MOC	Ministry of Cooperatives and Marketing
MOCM/PU	Ministry of Cooperatives and Marketing, Planning Unit
MPED	Ministry of Planning and Economic Development
SCC	Swedish Cooperative Center
SOW	Scope of Work
UCA	Uganda Cooperative Alliance
UCABS	UCA Business Services
UCASS	UCA Statutory Services
UCB	Uganda Commercial Bank
UCM	Uganda Cooperative Movement
UNEX	Union Export Services
USAID	United States Agency for International Development
UShs	Uganda Shillings
WCD	Women in Cooperative Development
WID	Women in Development

AGENCY FOR INTERNATIONAL DEVELOPMENT

PROJECT DATA SHEET

1. TRANSACTION CODE

☒ A = Add
☐ C = Change
☐ D = Delete

Amendment Number

DOCUMENT
CODE

3

COUNTRY/ENTITY

KANDA

EAU/OFFICE

FRICA

06

2. PROJECT NUMBER

617-0111

3. PROJECT TITLE (maximum 60 characters)

COOP AGRICULTURE/AGRI-BUSINESS SUPPORT

4. ASSISTANCE COMPLETION DATE (FACD)

MM DD YY
09/30/947. ESTIMATED DATE OF OBLIGATION
(Under "B" below, enter 1, 2, 3, or 4)

A. Initial FY 8/8

B. Quarter ☒

C. Final FY 9/1

8. COSTS (\$600 OR EQUIVALENT \$1 = Sh.60)

A. FUNDING SOURCE	FIRST FY			LIFE OF PROJECT		
	B. FX	C. L/C	D. Total	E. FX	F. L/C	G. Total
AID Appropriated Total						
(Grant)	(2,500)	(-)	(2,500)	(20,000)	(-)	(20,000)
(Loan)	(-)	(-)	(-)	(-)	(-)	(-)
Other						
U.S.	1.					
	2.					
Host Country	2,500	1,033	1,033	-	7,786	7,786
Other Donor(s)	-	-	-	-	-	-
TOTALS	2,500	1,033	3,533	20,000	7,786	27,786

9. SCHEDULE OF AID FUNDING (\$000)

A. APPROPRIATION	B. PRIMARY PURPOSE CODE	C. PRIMARY TECH CODE		D. OBLIGATIONS TO DATE		E. AMOUNT APPROVED THIS ACTION		F. LIFE OF PROJECT	
		1. Grant	2. Loan	1. Grant	2. Loan	1. Grant	2. Loan	1. Grant	2. Loan
11-SEN	100	03	-	-	-	2,500	-	20,000	-
2)									
3)									
4)									
TOTALS				-	-	2,500		20,000	-

10. SECONDARY TECHNICAL CODES (maximum 6 codes of 3 positions each)

010

079

011

014

200

11. SECONDARY PURPOSE CODE

130,150,240

12. SPECIAL CONCERNS CODES (maximum 7 codes of 6 positions each)

A. Code

EF

COOP

TGN

TECH

PART

B. Amount

13. PROJECT PURPOSE (maximum 480 characters)

To (a) increase agricultural productivity and production through increased supply of agricultural inputs; (b) help place input supply and marketing on a sound commercial basis; and (c) to stimulate agribusiness development.

14. SCHEDULED EVALUATIONS

 Interim MM YY MM YY Final MM YY
 03 90 03 94

15. SOURCE/ORIGIN OF GOODS AND SERVICES

☒ 000 ☒ 941 ☐ Local ☐ Other (Specify)

16. AMENDMENTS/NATURE OF CHANGE PROPOSED (This is page 1 of a _____ page FF Amendment)

17. APPROVED
BY

Signature

Richard L. Podol

Title

Mission Director
USAID/Kampala

Date Signed

MM DD YY
02/11/9418. DATE DOCUMENT RECEIVED
IN AID/W, OR FOR AID/W DOCU-
MENTS, DATE OF DISTRIBUTIONMM DD YY
02/11/94

Objective of the Project

The Uganda Cooperative Agriculture and Agribusiness Support (CAAS) project is a seven-year effort by USAID to assist the Government of Uganda (GOU) and the Uganda Cooperative Movement to enhance agricultural productivity and production through policy improvement, institutional development, agribusiness development, and increased input supply. Authorized LOP funding is \$20,766,600 by USAID and \$7,786,000 by the GOU. The CAAS project is implemented by Agricultural Cooperative Development International (ACDI) as the prime contractor and RONCO as subcontractor.

The project was redesigned in early 1991 to continue the support of several carefully selected major commodity/geographical area agribusiness development targets. The selected major commodities were: (1) increased vegetable oil production and increased self sufficiency; (2) coffee sector development, particularly policy and market structure changes including export privatization and improved quality to increase export earnings and the farmer's share of sales; and (3) development of selected non-traditional crops for domestic consumption and export.

The primary basis of the evaluation of the CAAS project was the separate project elements. PL 480 and the Cooperative Bank were not a part of the evaluation. The team is aware that the Mission has conducted other studies relevant to CAAS and follow-on projects. The team's recommendations with respect to future priorities for allocations of funds should be taken within this context.

Purpose of the Final Evaluation

The primary purpose of the final CAAS project evaluation was to determine what the project has accomplished since the 1991 redesign, and to determine what impact the project has had at all levels of the cooperative movement -- from the producer members to primary societies, district unions, national unions, the Uganda Cooperative Alliance, and the Ministry of Trade and Industry.

Another major evaluation focus was to determine what impact the project has had on women, women's groups, and women's activities both within and outside of cooperatives, and any impact the project has had on other non-cooperative entities. The evaluation also determined which activities should be sustainable without further USAID assistance following the completion of the project. In addition, the evaluation was to assist the Mission to determine the most efficient and effective means to manage any continued assistance to the cooperative

development components of the project provided through the extension of the PL-480 Monetization program.

Team Composition and Procedures

At USAID's request, the United States Department of Agriculture fielded a three-member team, consisting of a cooperative specialist, an agricultural economist, and a rural sociologist, to conduct the CAAS final evaluation. The team reviewed CAAS project publications and other pertinent documents. The first two weeks of the three-week evaluation period were spent meeting with appropriate UCA, MIT, ACDI, and USAID officials in Kampala, and in five days of field visits with the membership of primary societies and the staff of district unions. The final week of the evaluation period was devoted to the preparation of the initial draft of this report, meetings with USAID and the CAAS Core Committee, and incorporation of comments from USAID into this final report, which was submitted to USAID on September 23.

Findings of this Evaluation

The evaluation team found the CAAS project has been successful in achieving many of its objectives. Training, financial assistance, matching grants, and audit services have all worked to create a strong, disciplined, and unified cooperative movement. Project activities increased farm household-level income and improved the quality of life for society members. CAAS policy recommendations were influential in liberalizing GOU agricultural marketing policies. The team found solid evidence that since the Project redesign, CAAS activities have directly increased the participation of women as active Society members and their assumption of leadership positions at both Society and Union levels.

In terms of specific commodities, project impacts have been mixed. Various project activities have had a significant positive impact on cooperative union coffee exports and export earnings. The project has had a limited positive impact on rehabilitation of the oilseed sector through support of sunflower production. Major improvement will depend on rehabilitation of the cotton industry and greatly improved repair or replacement of existing small-scale oil-milling operations. With regard to non-traditional crops, progress has been made in field trials and experimental marketing of snowpeas. Uganda remains constrained by isolation from world markets, lack of marketing experience, and lack of infrastructure.

Whereas the structure of the Core Committee appeared appropriate to its task, this team's inability to locate records documenting CAAS activities and expenditures suggests a strong need for improved monitoring and evaluation. The addition of a voting representative from the PL480 Title II funding component and a non-voting representative from the Cooperative Bank would help to strengthen general project oversight.

With astute, conservative fiscal management and new oversight of financial and management activities, a major portion of UCA and its components may be sustainable with some additional -- but reduced -- project assistance.

SECTION I: INTRODUCTION

Overview

Agriculture accounts for over 90% of Uganda's export earnings and well over 50% of Gross Domestic Product. About 90% of Uganda's population earn their livelihood from farming. Until the drastic changes beginning in the 1972-1973 period, cotton and coffee constituted most agricultural exports. Agriculture remains the primary basis for most of the industry in the country.

The industrial sector in the past has been relatively small. In 1963 the industrial sector contributed 7.8% to GDP, rising to 8.2% by 1971. The economic war waged by the Idi Amin government against the private business sector resulted in a decline in industry's share of GDP by 1977 to 6%, and further decline by the end of the second Obote administration to 4%. Since 1988 the economy has experienced a very healthy 6.5% growth rate and the industrial sector contribution has grown to about 12% of GDP. The reduction of the roles of parastatals and the liberalization of the economy in 1991 have contributed significantly to the development of a growing economy.

Coffee has been Uganda's most important export crop over the past four decades. Coffee overtook cotton in the value of exports in the mid 1950s. By 1965 coffee contributed 65% of export value compared to 35% for cotton. In 1993 over 2.2 million bags of coffee were exported, valued at about \$145,000,000. The value of cotton peaked in 1973, with 450,000 bales of lint exported. Cotton seed at that time contributed about 80% of the vegetable oil requirements of the country. The Amin and Obote regimes destroyed the cotton infrastructure, and in 1993 fewer than 50,000 bales of lint were exported. The World Bank and the GOU have signed an agreement to rehabilitate the cotton infrastructure of the country. Ugandan farmers persist in growing cotton because it is drought resistance and a valuable cash crop. Cotton production is estimated at 100,000 bales of lint in 1994. Cotton will continue to develop as an increasingly important crop; however, it is difficult to see it regaining its importance of the early 1970s. Some cotton seed will be utilized for vegetable oil, and cotton seed meal will be utilized for the expanding livestock industry. Cotton will remain an important actor in the vegetable oil market.

Other exports crops are of minor importance. Tobacco, tea, sugar, and oilseeds were produced for cash and export. Production of tea never exceeded 25,000 tons. Sugar production was mainly limited to several large estates. Oilseeds used for production of edible oils were mainly restricted to cottonseed prior to 1973, as an outgrowth of the cotton industry. The potential for other oilseeds such as groundnuts, sesame,

soybeans, and sunflowers to supply a commercial processing industry appeared promising but would require a large and well developed effort. Today, Uganda is dependent on imports for over 90% of edible oil needs.

The Cooperative Agriculture and Agribusiness Support Project

The Uganda Cooperative Agriculture and Agribusiness Support (CAAS) project is a seven-year effort by USAID to assist the Government of Uganda (GOU) and the Uganda Cooperative Movement to enhance agricultural productivity and production through policy improvement, institutional development, agribusiness development, and increased input supply.

In August 1990, a midterm impact evaluation was conducted to help the USAID Mission to revalidate the overall project design and implementation plan. As a result of the evaluation, the project was redesigned in early 1991 to continue to support several carefully selected major commodity/geographical area agribusiness development targets. The selected major commodities were: (1) increased vegetable oil production and increased self sufficiency; (2) coffee sector development, particularly policy and market structure changes including export privatization and improved quality to increase export earnings and the farmer's share of sales; and (3) development of carefully selected non-traditional crops for domestic and export crops.

Within the commodity/areas, CAAS support operates primarily through six to eight district cooperative unions and their best primary societies. Through this decentralization they directly serve farmers in the selected commodity areas of focus.

The CAAS project is implemented by Agricultural Cooperative Development International (ACDI) as the prime contractor and RONCO as subcontractor. The project, as redesigned, provided less support for improving policies and institutional performance, and more for selected agribusiness development activities. The project assisted in the programming of local currency generated by both the Commodity Import Program and by a PL-480 Vegetable Oil Monetization Program.

The CIP was designed to address short term foreign exchange constraints while increasing the availability of essential agricultural sector inputs, but because of favorable macroeconomic changes in Uganda, became unviable and redundant. The evaluation examines the Project from the point at which it was redesigned to EOP, the Commodity Import program until it was discontinued, and the PL-480 financial program elements directly in support of CAAS activities.

Purpose of the Evaluation

The primary purpose of the final CAAS project evaluation is to determine what the project has accomplished since the 1991 redesign, and to determine what impact the project has had at all levels of the cooperative movement -- from the producer members, to primary societies, district unions, national unions, the Uganda Cooperative Alliance, and the Ministry of Trade and Industry.

Another major evaluation focus is to determine what impact the project has had on women, women's groups, and women's activities both within and outside of cooperatives, and any impact the project has had on other non-cooperative entities. The evaluation is also to determine which activities will be sustained and sustainable without further USAID assistance following the completion of the project. In addition, the evaluation is to assist the Mission to determine the most efficient and effective means to manage any continued assistance to the cooperative development components of the project provided through the extension of the PL-480 Monetization program. The final evaluation is expected to identify any unexpected or unplanned project impacts, provide an explanation for any indicators or output targets which were not achieved, and state what lessons can be learned from the CAAS Project implementation experience. Given that the time frame for institution building is generally longer than five years, it is safe to assume there are CAAS benefits that can be quantified only in the future. This can only be done if a comprehensive monitoring and evaluation plan is put in place for the two-year extension under the PL 480 Monterization Project. Specific goals, objectives, and measurable indicators must be included in such a plan.

Team Composition and Research Methodology

The United States Department of Agriculture was requested to conduct the CAAS Project evaluation. The team was composed of a rural sociologist (team leader) with 30 years of experience in project design and evaluation; an agricultural economist (Ph.D.) with extensive experience in quantifying the economic impact of agribusiness activities; and one of the leading agricultural cooperative specialists in the U.S. with 35 years of experience in the development, implementation, and evaluation of agricultural cooperative programs.

The team reviewed the CAAS project publications listed in Annex F and other pertinent publications, reports, and documents listed in Annex C. The first two thirds of the three-week evaluation period was spent meeting and conducting interviews with appropriate UCA, MIT, and USAID officials in Kampala, and in five days of field visits with the membership of five primary societies and the staff of three Unions. Interviews were

conducted with participants of both in-country and offshore training activities. The individuals contacted by the team are listed in Annex D. The third and final week of the evaluation period was devoted to the preparation of the first draft of this report, which was submitted to the USAID mission on September 21st. The Mission received an initial briefing from the team on September 16th. Comments from the Mission were received on September 22nd. On September 23rd, two days before the team departed from Kampala, the final draft of the report was submitted to the Mission.

The evaluation team was constrained by a lack of data for many of the components assigned for analysis, much less having data for time series comparisons from all sources. The data prior to 1991 were adequate; however, the team needed data that covered the period from project redesign to EOP. Two project impact assessments scheduled by the Mission to take place since the redesign were not conducted, and the contractor's representative did not write annual reports with the specificity of his predecessor. The contractor's representative reports for 1988 - 1990 keyed specifically on the logical framework outlining project goals, objectives, verifiable indicators, and input and output data. The lack of such information after 1990 limited the team's ability to gather specific impact data regarding the project. Fortunately, the team spent about 50 percent of the time allocated for data collection in the field. Data from field investigations yielded quality data both from primary societies and unions. Such data were not available from any other source. The team selected a number of representative examples to demonstrate the effectiveness of individual activities. It is very difficult to demonstrate impact without adequate quantitative data; however, the team was able to draw plausible causalities by examining case study data to show the effect of the activity.

SECTION II: MAJOR PROJECT IMPACTS

Introduction

The team reviewed the task of evaluating major project impacts. Generally, the Logical Framework provides the basis upon which to analyze the goal, purpose, project elements, inputs, outputs, and verifiable indicators. The Logical Framework from the Project Redesign was available to the team (Annex A in the Project Paper Supplement, USAID/Uganda, dated May 6, 1991).

The team utilized the Redesign Logical Framework for analysis of project elements. In addition, the SOW for the Project Evaluation outlined the project goal and objectives for the project redesign, and summarized the major outputs planned.

In Section II we examine target audience impacts, institutional development of the cooperative movement in Uganda, and commodity/area impacts. A summary of the evaluation of eight project elements is provided, as are comments about the team composition and research methodology. As noted previously, many means of verification such as national economic data, annual project impact assessments, and UCCU annual reports were not published or available to the team. Data from selected UCA unit reports were adequate, and we had access to several primary society and union reports. To a great extent, the team relied on anecdotal or case-study material in the evaluation.

The SOW outlined eight general areas for the team to evaluate. These were:

1. Assessment of project activities in meeting project targets from the redesign.
2. Assessment of impact on three major commodity areas.
3. Assessment of appropriateness/levels/mix of project interventions on recipients.
4. Assessment of appropriateness and effectiveness of technical assistance and training.
5. Assessment of project management.
6. Assessment of the adequacy and effectiveness of integration between CIP and CDP.
7. Assessment of GOU contribution and Matching Grant contributions delivered.
8. Assessment of sustainability of the project.

A summary addressing the questions raised for each of these elements is located later in Section II. An expansion of the evaluation review for each element is reported in Section III in detail.

Target Audience Impacts

The project goal is to raise the standard of living in Uganda through increased agricultural productivity. The original Project Paper emphasized achieving this goal for farm households, which was to be achieved indirectly through strengthening the cooperative movement at primary society, union, and national levels. The project redesign focused on raising the income and improving the quality of life for farm households. The redesign focused on the more specific targets of 6-8 of the stronger unions and their respective primary society memberships.

Quantifiable and verifiable data regarding the project goal were not available. Interviews and field visitations with the membership of five primary societies and the staff of three unions clearly indicated to the team that incomes of the members have increased and the quality of life has improved. Incomes of members in several societies essentially doubled during the life of the project (Note Case Studies in Annex E). Families are eating more nutritious diets utilizing soybeans, and are now able to pay school fees for their children. The impact of 296 projects realized through the Matching Grant Program (MGP) has positively increased incomes. (Note details under the MGP report in Section III.)

The impact on primary society membership, as related to the project goal and as reflected by various project elements, is reported in the following section. Adequate records were provided for the Education/Training, Women in Cooperatives, and the Primary Society Matching Grants. Verifiable indicators in the Education/Training activity in cooperative development in terms of outputs included the following accomplishments: national training needs assessment completed, national training plan developed and updated on an annual basis, 20,545 primary leaders trained, 53,495 members trained, 5 union management teams trained, and 6 senior management teams trained. Most targets were met. Under the MGP, 296 primary societies now have improved equipment and storage facilities. (The original targets of 500 - 1,000 primary societies were unrealistic.) More than 120,000 members directly benefitted.

USAID and Host Country Contributions to the CAAS Project

The authorized/planned LOP funding for the CAAS Project by USAID was \$20,766,600. The authorized GOU contribution was \$7,786,000. The expenditure of local counterpart funds contributed by the GOU to facilitate the operation of the CAAS project through the LOP is US\$ 833,915,800. A total of US\$ 665,915,800 over the LOP covered staff allowances, operation and maintenance of vehicles attached to the project, training of staff, and office expenses. In addition, MTI contributed office space and furniture at headquarters for the Project Coordination Unit. The estimated sum for this contribution is estimated at US\$ 168,000,000. Other host country contributions included \$6.7 million through CIP and \$20 million through PL 480. A summary of the GOU contribution toward the CAAS Project is reported in Annex Q.

Institutional Development of the Cooperative Movement In Uganda

Uganda and the CAAS project were fortunate to inherit one of the most comprehensive basic agricultural cooperative structures to be found in developing countries. While badly decapitalized and converted to para-statal entities by previous

administrations, project implementers at least had a complete network of primary and intermediate cooperative "clubs" to start with. The evaluation team visited five Primary Societies and three district Unions in eastern, central, and western Uganda, in addition to an in-depth review of the "apex" organization, UCA.

It is the team's view that possibly the most positive impact of the CAAS project to date has been the conversion and strengthening of the marketing cooperatives to a point where they are beginning to produce enhanced incomes for the Primary Societies and their individual farmer members. At each contact point, books of accounts were reviewed and members and directors queried about cooperative voting, auditing, training, and operating practices. While these contacts may have been pre-selected, the enthusiasm of participants was obvious. One telling response, to a question on desired future training needs, was members' desire for more knowledge of audit methods and results, "to make sure co-ops work right". At the Union level, we noted plans for several reviews of costs, and questions about activities that do not serve farmers directly.

At this time, valuable linkages to UCA are fast developing, including UCA's Audit and Economic Analyses services, along with the Export and Management Training units. We hope that all of Uganda's Unions and Primary Societies will take advantage of these services and stand ready to pay for them before UCA's external assistance drops below the point at which UCA can perform adequately. (This is conjectural.)

Commodity/Area Impacts

Coffee

Increasing coffee production, profitability for the farmer, value added, and export/foreign exchange earnings has been a major desired output of the CAAS project. It appears to be achieving these goals, notwithstanding the problems with weather-induced variations in total output. UNEX' share and its member cooperatives' share of the total export market increased impressively from 10% to about 17% of total Uganda sales just since project redesign. The resulting passing back of additional earnings to Unions and Primary Societies generated the most enthusiastic comments we encountered. Plans and projections for the 1994-95 marketing year indicate a further significant increase.

Cotton

Because of US legislative restraints, USAID-funded projects do not directly intervene in the cotton business. Yet, because of the strengthening of the district Unions and the formation of UNEX (which will also arrange for cotton exports), the

cooperative sector, which owns a significant proportion of ginning capacity, is at least poised to take advantage of the World Bank-funded cotton rehabilitation initiative. In a manner similar to Ugandan Arabica coffee, the country and the Unions produce a premium-grade lint cotton much in demand in world markets. If and as the CAAS-assisted cooperative structure passes premium earnings back to members, attainment of project goals will be enhanced. Two additional much-desired outputs will be attained in the form of cotton seed for increased oil production and rural employment opportunities in harvesting and processing. However, the serious issue of District Union debt restructuring or forgiveness (relating to gin assets acquired before the Idi Amin-Obote eras) must be attended to quickly and favorably if Ugandan farmers will ever receive any benefits.

Oilseeds - sunflowers

Our field observations of the results of this intervention provided useful -- although by no means definitive -- information about this project. Producers who grew the crop were quite pleased with oil yield and quality, and with the fact that two annual crops with a quick cash return can be made. Sunflowers can be an important additional or supplementary Ugandan crop but this evaluation team, for two reasons, failed to generate the level of enthusiasm for the project that USAID has.

First, the farming practices of most "peasant" farmers will not allow for a significant aggregate output of seeds, and perhaps not enough to allow profitable operation of many small oil mills. Extensive monoculture in the north (which we did not visit and from which few data are available) and east may be able to produce significant output, but we wonder if essential secondary agronomic interventions such as tractors, bullocks, plows, fertilizers, and extension training will be available from the reduced PL480 program.

Second, we believe the poor condition and suitability of the small oil mills is still seriously underestimated. While we fully concur with the CAAS/USAID decision to go with little mills in the hands of Primary Societies and local agribusinesses instead of a big one(s), we believe an expensive improvement in mills will be needed to maintain enough producer interest to generate production.

Non Traditional Crops -- snowpeas, cauliflower, broccoli, etc.

This evaluation team thinks project components such as this are fun and fascinating to plan and interesting to visit. However, in a country such as Uganda, very isolated and distant from significant markets and with an undeveloped infrastructure, priorities for fund expenditures based on cost/benefit

considerations need to be examined. Paying for short- or intermediate-term consultants and dissemination of analyses to entrepreneurs is always appropriate, but we think help would be more applicable to, for example, teaching basic accounting principles at the primary society level. (Boring, perhaps, but with a better long term benefit.) A better model for these types of projects could be, for example, Israel and Chile for off season produce, Kenya and Columbia for airfreighted cut flowers, or even Paraguay for winter tomatoes for the Buenos Aires market.

Our concern is not that development assistance for selected non-traditional specialty crops might not provide enhanced incomes for the relatively few farmers directly involved in such a project. Our concern as evaluators of the overall CAAS project is that, in this particular case, allocation of scarce available funds to a continuation of the original cooperative institution building program, even on a greatly reduced basis, would have a larger and longer-term positive impact on more poor farmers than will, for example, the snow pea project. We accept that measuring the benefits would be more difficult than toting up the tons of snowpeas shipped out. We wish to point out also that most Ugandan farmers are not necessarily vulnerable to the dangers of a monoculture cropping pattern e.g. coffee. They also produce matoke, bananas, cotton, vegetables, soybeans, maize, and maybe a chicken or goat on the same 2 to 5 hectares. Some maize and beans are also exported.

Summary of Evaluation Issues and Questions

1. Assess the degree to which project activities implemented have been successful in meeting the targets identified in the project purpose and amendments identified by the project revision of 1991. The following should be addressed:

- a) Measure the increase in the utilization of key agricultural inputs.

Due to the demise of UCCU, no verifiable statistical measures are available to measure such an increase.

- b) Assess the degree to which the provision of agricultural inputs has moved to a sustainable commercial basis.

CAAS played a role in government liberalization of exports and imports, such that cooperatives no longer play an essential role in supplying inputs to farmers. However, cooperatives are still playing an effective role as a competitive force in the input supply market.

- c) Assess the degree to which the project helped the Uganda Central Cooperative Union (UCCU) operate on a fully commercial basis.

Because of mismanagement and serious financial difficulties, the Union was dissolved.

- d) Evaluate how many district cooperative unions have begun to market inputs on a fully commercial basis.

Present farming practices in Uganda generally have a limited requirement for commercial inputs. Those that are required are being handled by the private sector, including but not limited to the cooperative unions.

- e) Measure the increase in overall agribusiness activity.

Data limitations prevented assessment of overall increases, but limited observations indicate significant increases in agribusiness activities in locations visited.

- f) Examine the extent to which project assistance to MTI and to UCA has helped strengthen cooperative primary societies and district unions.

Training, financial assistance, matching grants, and audit services have all worked to create a strong, disciplined, and unified cooperative movement.

- 2. Assess what impact the project has had on the development of the three focused major commodity area/agribusiness industries identified by the 1991 project revision.

- a) Assess what effect the project had on cooperatives exporting coffee.

Various project activities, including policy recommendations and the creation of UNEX, have had a significant positive impact on cooperative union coffee exports and export earnings.

- b) Assess what progress the project has made on the rehabilitation of the edible oil industry and determine if further assistance is needed and how the industry can be sustained.

The project has had a limited positive impact through support of sunflower production. Major improvement will depend on rehabilitation of the cotton industry and greatly improved repair or replacement of existing small-scale oil-milling operations.

- c) Assess what progress has been made on developing selected non-traditional crops for export and recommend how it can be sustained.

Progress has been made in field trials and experimental marketing of snowpeas. Uganda remains constrained by isolation from world markets, lack of marketing experience, and lack of infrastructure.

3. Assess the appropriateness of the levels and mix of project interventions and the impact the interventions had on recipients.
 - a) Assess the success of project interventions in responding to the key constraints to improved cooperative movement effectiveness.

The project redesign was successful in improving cooperative movement effectiveness through improved management and business practices and member participation. The development and growth of UCA's business and statutory services, UNEX, and the matching grant program were particularly beneficial.

- b) Assess the degree to which project activities are impacting the farm household level. Assess the effectiveness of UCA in supporting primary societies.

Project activities increased farm household-level income and improved the quality of life for society members. Through the activities noted in 3(a), UCA was effective in supporting primary societies.

- c) Assess the success of project activities in improving the agricultural marketing policies of the GOU.

CAAS policy recommendations were influential in liberalizing GOU agricultural marketing policies.

4. Assess the appropriateness and effectiveness of the technical assistance and training provided by the project to MTI, UCA, and UCCU.

- a) Examine the impact of both long-term and short-term technical assistance to the various recipient institutions.

Training provided by external consultants was of mixed quality and success.

- b) Assess the appropriateness of the training activities provided.

Training activities provided through UCA to primary societies and district unions were effective.

- c) Assess the quality of the policy studies undertaken through CAAS. Assess the success of dissemination of the findings of the studies and how effectively they were used to implement changes in policy.

The quality of the policy studies undertaken through CAAS was excellent. Dissemination of the studies was comprehensive to relevant governmental agencies. Policy recommendations influenced the revised cooperative statute and GOU trade liberalization in general.

- 5. Assess the adequacy and effectiveness of the various elements of project management.
 - a) Examine the effectiveness of the CAAS Core Committee in providing coordination and oversight for implementing project activities, and recommend the management structure required to coordinate and oversee continued PL-480 Title II funding of on-going CAAS activities in the future.

Whereas the structure of the Core Committee appeared appropriate to its task, this team's inability to locate records documenting CAAS activities and expenditures suggests a strong need for improved monitoring and evaluation. The addition of a voting representative from the PL480 Title II funding component and a non-voting representative from the Cooperative Bank would help to strengthen general project oversight.

- b) Determine whether reports (technical and financial) have been submitted and filed in a complete and timely manner.

Throughout the entire project, the team was satisfied with the reports submitted by selected UCA units. Since the project redesign, the two Mission impact assessments were not conducted and contractor's representative yearly reports were not written. Information from such assessments and reports might have provided impact-specific data.

- 6. Assess the adequacy and the effectiveness of the integration between the Commodity Import Program and the Cooperative Development Project.
 - a) Assess the effectiveness of the mechanism by which local currency generated by the CIP was made available to the CAAS Core Committee.

While not completely ineffective, it is clear that the mechanism failed to meet appropriate program objectives, as evidenced by the demise of UCCU.

- b) Evaluate the use of local currency generations for project-related purposes.

Monies generated under the PL480 Title II have been effectively utilized under the Matching Grant Program and in support of other project-related activities.

- c) Evaluate how the problem of arrearage in payments for goods procured under the CIP, especially by UCCU and M.A. Farm Industries, affected project development.

The problem of arrearage impeded achievement of project goals, but CAAS management deserves credit for restructuring program deliveries in spite of this setback.

7. Examine whether the GOU contribution to the project has been delivered. Examine whether primary society contributions to the Matching Grant Program have been delivered.

The GOU contribution for LOP was US\$ 833 million. Other host country contributions included \$6.7 million through CIP and \$20 million through PL 480. The best evidence indicates that primary society contributions have exceeded their required match by a factor of four.

8. Examine the sustainability of the project in view of the expansion of the UCA organization and staffing brought about, in part, by project assistance flowing to and through UCA, its departments and its subsidiaries.

With astute, conservative fiscal management and new oversight of financial and management activities, a major portion of UCA and its components may be sustainable with some additional -- but reduced -- project assistance.

SECTION III: EVALUATION OF MAJOR CAAS COMPONENTS AND PROGRAMS

Introduction

The primary basis for the assessing the CAAS Project was the evaluation of the separate Project components or elements. The PL 480 Program and the Cooperative Bank were not a part of the evaluation.

Baseline data for many of the activities of the various components were somewhat limited. The team selected representative examples to demonstrate the effectiveness of individual activities. It is difficult to demonstrate impact without benchmark and comparative data gathered over time. However, plausible causalities may be drawn to show the effect of the activity from the representative examples.

The major CAAS Program Components evaluated in this section include: the Ministry of Industry and Trade, MIT's Department of Cooperatives, MIT's Marketing News Service, the Uganda Central Cooperative Union, the Commodity Import Program, Policy Analysis and Market Information, UCA Business Services, the UCASS Seed Capital Trust Fund, Cooperative Education and Training, Women in Cooperatives, the Matching Grant Program, Union Export Services, and the CAAS Core Committee.

Ministry of Industry and Trade (MIT)

The Department of Cooperatives

The CAAS project has provided minimal assistance to this entity since the project redesign, and apparently GOU support has also declined. As a result it appears to the team the entity has almost ceased to function. The team was provided with a look at one of only three final reports produced by the office for 1993. It briefly described a staff reduction from 390 to 260 employees, morale and payroll problems, and a note that 610 out of 6200 cooperatives were audited for compliance with the Cooperative Statute. No breakdown was printed.

While this debilitation may not have impacted negatively on the overall project, a smaller but viable cooperative unit would have provided -- and in the future could provide -- a valuable service. Usable and/or believable statistics on number, type, location, and financial strength of Primary Societies and District Unions have not been available since 1990. These would have been useful to the evaluation team as data to quantitatively measure progress toward meeting project goals, and for UCA and the Unions to determine priorities for membership development, both geographic and commodity or functionally specific. In addition, the mere act of actually auditing Primary Societies to ascertain compliance with the Cooperative Statute would sharpen vital cooperative operations. Coordination of MIT cooperative compliance monitoring efforts with Cooperative Bank and UCA programs by identifying both problem societies (and Unions) and successes would be potentially financially valuable to everyone, most of all the farmers. This issue was discussed with Commissioner Olobo but we expect that change in the Cooperative Department may still be some way down the road.

The Marketing News Service

The Marketing News Service (MNS) represents a bright spot within the Ministry of Industry and Trade. MNS collects weekly price information on 12 agricultural commodities (up from 11 in 1991) from 16 district markets (up from 10 in 1991). Originally established with FAO support in the mid-1980s, MNS lapsed with the end of funding after three years. MNS was restarted in 1991, with CAAS providing computer equipment for MIT's Kampala office

and training in data collection and reporting for both Kampala and district office staff.

MIT field staff visit local markets each week and interview about five traders for each commodity, noting the range of prices cited at farm, retail, and wholesale levels and reporting the most frequently cited price for each market level and commodity. Local prices are posted at the market itself, as well as compiled at MIT in Kampala with prices from other districts and reported in newspapers and in radio and television broadcasts around the country.

The team spoke with wholesalers and retailers in Mbale market and found a range of awareness of and responses to MNS information. One wholesaler reported following the information closely, and has travelled as far as Lira (paying transportation costs and market dues of 6000 shillings per 100 kilograms of grain) to buy commodities based on price differentials reported by MNS. Another wholesaler said he is aware of the information but that the price differentials reported are insufficient to change his current trading patterns. A third trader (a retailer) was unaware of MNS information, but interested in learning more about it. It is to be expected that traders, especially wholesalers, are the initial and direct beneficiaries of MNS information. However, given the competitive market environment that characterizes Uganda today, the benefits of information are certain to be shared with retailers and farmers in turn. In fact, MNS staff reported occasional complaints from traders that farmers aware of MNS information are now demanding -- and receiving -- higher prices as a result.

More systematic analysis of the impact of widely disseminated price information is possible with the data now accumulated by MNS. The evaluation team acquired MNS price data from 1991 through the present. A simple statistical analysis was conducted to determine whether the relevant commodity markets have been affected by the availability of price information since 1991. Specifically, coefficients of variation in prices across markets were examined to see if prices had begun to move more closely as a result of MNS information. Results were insignificant, however, due to the shortness of the time series and the lack of information on other relevant variables, including weather and transportation costs.

Despite the lack of significant statistical results, the team feels that MNS provides an important service to traders and producers (both cooperative and non-cooperative) in Uganda. In addition, given Uganda's wide variety of regional and seasonal production patterns, and Uganda's liberal trading environment, such information is beneficial to consumers in facilitating more stable food prices and supplies. Finally, in conjunction with

other market data, MNS data will become increasingly valuable for analytical purposes as the length of the time series increases.

For these reasons MIT has expressed its interest in continuing the MNS. Problems remain with regard to costs of data collection and transmission, and district offices are currently meeting 90% of these costs themselves.

Uganda Central Cooperative Union (UCCU) and the Commodity Import Program (CIP)

Since these entities have been liquidated, the team will limit its evaluation mostly to a brief presentation of lessons learned.

Previous reports and evaluations have commented on the problems of competition arising from GOU liberalization of trade, late payments from sales of commodities, and improper inventory mixes. The team was favorably impressed with the report by John Beijuka titled "Financial and Operational Review of Uganda Cooperative Central Union Limited", which was essentially an obituary. Future and some on-going AID sponsored projects would benefit from similar in-country reviews including the tracking of funds, albeit perhaps more abbreviated. Given such a review, it is probable that the UCCU effort would have been terminated, refocused, or diverted before the damage grew so large. Input from knowledgeable local professionals, such as the author of this report, can be invaluable.

More importantly, we believe that in conceptualizing and designing a major component of an overall effort, such as the UCCU CIP project, more effort must be spent on needs assessment at the farmer level. Such an approach would have, in this case, revealed that at this stage of development the Ugandan farmer uses very few purchased inputs. Further, he/she generally cannot afford them, even if they might increase output. A similar analysis would be needed with respect to gin machinery parts and other hardware needs. This is an observation that the team quickly made even though we claim no particular expertise in the cultivation of matoke, cotton, coffee, or oilseeds. We must assume that a project design consultant relying on extensive field observation rather than secondary information would have agreed. The impact on the CAAS project from the funds that were generated by the UCCU CIP is discussed elsewhere, but it would seem that a more favorable and rapid return would have derived from another stable and reliable source of funding, even if the aggregate made available was smaller.

Uganda Cooperative Alliance (UCA)

This "apex" organization, including its operating components, has appropriately been the primary beneficiary of the

CAAS project since inception. In summary, this evaluation team believes UCA has generally performed well in meeting the requirements and goals of the project. We make these points:

1. UCA has represented the interests of Ugandan farmers and the Primary Societies and District Unions in seeking and obtaining a new Cooperatives Statute, liberalization of import and export trade, and in extricating politics and politicians from the former parastatal cooperative units. It has obviously acquired a large measure of influence and respect in the political arena in order to meet these ends.
2. Management, including both the elected and contract advisory people, has demonstrated flexibility in adjusting UCA structure to meet changes required by budget constraints and donor program requirements. The creation of UCABS, UCASS, and UNEX, and the burial of UCCU support this finding.
3. For the most part, UCA does not appear to have "grown fat" and developed an excessive bureaucracy as it replaced what were formerly GOU functions as a private entity. Those component units, including UCABS, UCASS, UNEX, and the Matching Grant Program appear well conceived to match Uganda's stage of development and the cooperative structure in place in the country. Individually, but to varying degrees, these components appear to be almost in a position to weather budgetary constraints, although the real test is yet to come.
4. Internationally, a major function of cooperative "apex" organizations has always been the provision of training for lower and base-level cooperatives. This is an expensive function, and costs to entities like UCA for training are more difficult to recover on a fee-for-service basis than some other functions. It must come from donors, some fees (tuition), and dues extracted from regional and local cooperatives' net operating margins. It appears to the team that the members are just beginning to realize the value of training. UCA appears to have wisely focused training efforts on cost analyses, bookkeeping, audit, and membership solicitation -- hard issues, rather than the wheel spinning on "cooperative philosophy" observed by team members in many other developing countries and Europe. We did not have the documentation or time to verify our impression, but evidence at the primary societies supports this. A more in-depth review follows.
5. As in many other parts of our evaluation, there has been a dearth of hard documentation of the financial operations of UCA since 1991. We would not like to see UCA staff buried in a blizzard of paperwork imposed by requirements of outside donors, but some more would have been helpful. In

particular, a comprehensive systematic summary of the costs of assistance (e.g. training) rendered to Unions and Primary Societies matched by notations of receipt of values at local levels would have been helpful. Of much more importance than this evaluation team's need, is the fact that such documentation would help prevent misappropriation of funds and the potentially devastating effect this could have on UCA's member relations and the whole Ugandan Cooperative movement.

UCA Business Services (UCABS)

UCA Business Services (UCABS) is a subsidiary of UCA that provides computer software and hardware training and services, executive recruitment, and publishing services to clients within and outside the cooperative movement. (The latter now account for about half of UCABS' business.) UCABS has received funding from both CAAS and SCC, and has an annual budget of US\$ 24 million.

UCABS has played the primary role in helping national and district unions computerize their records. Four of the national unions are now computerized, as are 10 of the district unions. (These 10 are the most active and viable of the district unions, accounting for about 70% of cooperative business at that level.) Consultant services for this purpose were initially subsidized at 75% with a CAAS grant, but unions now recognize the value of these services and pay on a fully commercial basis. (There are many competing firms in the computer consulting business, but UCABS handles the largest volume of accounting support services.)

In the process of computerization, UCABS also assists district unions in improving the accounting methods of their primary societies, and in computerizing primary society accounts at the union level. As of November 1993, a second computer had been placed at various district unions to handle the records of over 2000 primary societies. UCABS participation in this activity was suspended last year due to the inability of primary societies to pay on a commercial basis, but UCABS continues to encourage unions to use excess capacity on their existing computers to handle primary society records. Many unions have done so, or even bought a second computer for that purpose out of their own funds.

UCABS also operates a computer training school located at UCA. All unions with computerized records have sent staff to be trained here, as have UCA and the Cooperative Bank -- all on a fully commercial basis. Also paying on a fully commercial basis are students from outside the cooperative movement, who now make up 70% of computer training program participants. Secretary Managers and committee members of primary societies have been trained in basic financial management.

UCABS also provides merit-based union-level executive management recruitment, in which about 50% of district unions have participated. UCABS has filled 12 positions so far.

As a result of these and other commercial activities, UCABS is approaching commercial sustainability, and expects to break even this year. In the process, accounts in arrears have been brought up to date at participating unions and societies, facilitating accountability and the regular holding of annual general meetings. These improvements have made essential contributions to the success of cooperatives in Uganda's liberalized market environment.

UCA Statutory Services (UCASS)

UCASS is another component of the CAAS project that the team believes has performed well and will play a vital role in the strengthening of cooperatives' primary marketing role. In a small developing country there is almost always a lack of expert, reasonably priced accounting and audit services available, much less expertise in the often arcane specialized field of cooperative accounting. The aforementioned debilitation of the MIT Cooperative unit and removal of the cooperative movement from political activity further underscores the need for a competent private entity to perform these services.

The team believes it will be a difficult task for UCASS to achieve a self-sustaining status unless the all the Unions begin to realize the full value of this service, and the cost of service is reasonable. The CAAS project and the PL 480 extension effort with the Cooperative Bank should consider a required linkage between loan programs and UCASS, if only on a temporary basis. We say temporary, because in the long run UCA may wish to distance itself from the audit and accounting function of UCASS in order to avoid the appearance of conflict of interest with other UCA programs. For example, a qualified audit of a large dues-paying member of UCA might bring on some internal conflicts that subvert the real purpose of a sound audit.

The training of UCASS staff and the quality of work observed by the evaluation team appears to more than satisfy the goals of the CAAS project.

Continuation Fund (formerly UCASS Seed Capital Trust Fund)

In 1993, a USAID grant of \$250,000 or US\$ 800,000,000 was invested in the Cooperative Bank in a fixed-interest fund at 18%. This investment will be renewed at 16% interest. The interest from this fund is earmarked to fund periodic audits, to be performed by the UCASS unit of UCA, of those District Unions as yet unable to fully afford complete audits. It is designed to

both provide a complete uniform audit of UCA members and also to assist UCASS achieve full operation.

As an example, the cost of a full audit to UCASS is about US\$ 18 million but the recoverable fee is only US\$ 6 million. The fund handles the difference. As Unions gain strength, Unions will pay a larger share of costs. When they are all "on their feet", the capital investment earnings can be reprogrammed for other needs, with the agreement of USAID and UCA.

The team considers this a very useful and intelligently planned component of the CAAS project. We recognize the hard task of helping the Unions achieve sufficient strength and to convince their Boards of Directors of the need to allocate Union funds to this task.

Cooperative Education and Training/Human Resource Development

The overall objective of HRD was to assist UCA in developing a self-sustaining education and training program which would: (1) respond to human resource development needs throughout the movement; (2) coordinate and make the best use of a broad range of available training institutions; and (3) help unions develop their own training capabilities to meet the educational needs of societies and the general membership.

HRD staff conducted a comprehensive training needs assessment early in the project. From this assessment a long-term five-year training plan was developed. The plans were updated on an annual basis. A systematic evaluation plan to assess behavioral changes in knowledge and skills of training participants (as outlined in the Project redesign) was not carried out. Funds for in-country training shifted from the CAAS budget to the PL-480 budget in January 1990. Some CAAS funds after that date were used to provide for consultants and trainers.

The in-country training program consisted of four major components. General membership training targeted primary society members. Training emphasized the rights, obligations, and membership responsibilities. The second component was the upgrading of skills for primary society board members. Training for the first two components was handled by District Training Teams (DTTs).

The third training component targeted secretary/chairman managers of the primary societies. This training was organized by the DDTs and the UCA Rural Education Officer. Training of Trainers was an additional training activity.

The Training Plan set a target of 8,457 courses to be carried out. Through the EOP a total of 1,216 courses were completed or 14.4% of target. Another target was the training of 409,450 participants. A total of 77,033 participants were trained (18.8% of target). The failure to reach proposed targets does not diminish the quality of training actually carried out. It was rather a grossly over-optimistic plan which was not adjusted on a year-by-year basis to reflect actual and realistic training resources. Note Annex N for a summary of courses and attendance of primary society members. No systematic training evaluations were conducted due to financial constraints. However, the team noted in interviews with primary society members and district staff that it was clearly evident that positive changes in member attitudes and skills occurred as a result from training. There is a definite growth in the feeling of membership empowerment and commitment to the Cooperative Movement. An indicator of progress is that at EOP almost 100 percent of the societies have prepared yearly financial statements and balance sheets.

Senior Management Training was the fourth major in-country training component. Senior managers represented both secretary/chairmen at the society level and district staff. Training was directed to upgrade knowledge, understandings, and skills in the basic principles of cooperative organizations, operations, and leadership. Course content included organization and goals, planning, board of directors, accounts, and audits. A total of 2,763 participants were trained. Both society membership and district staff reported that management skills of secretary/chairman had a positive effect in the improved management of the societies.

A total of 106 participants took part in offshore training at a cost of \$647,624. Participants included UCA headquarter staff, officials from MIT, the Cooperative Bank, District Unions staff, and several groups of District Board members. A variety of training sites were selected and appeared to be appropriate for the training objectives outlined in the Training Plan. Practical field training was emphasized. Interviews with UCA and MIT officials indicated that over 80 percent of those trained are still working within their respective organizations. A number have been promoted. Evidence of the impact of training is reflected in the improvement of overall job performance.

Problems encountered included the failure to adjust the original training plan to realistic targets, and the lack of a comprehensive evaluation plan. District Union managers still treat training as a low-priority activity, and adequate resources must be made available to District Teams to carry out planned training activities.

Both in-country and offshore training have increased the operating capacity of the Cooperative Movement at all levels. However, continued support through the PL 480 extension is needed to ensure the sustainability of the training function and the development of human capital after the EOP.

Women in Cooperatives

The objectives of this program were to assist women to organize and effectively use cooperatives to meet their needs and increase their income, and to increase participation of women in Societies as active and participating members. Traditionally, women have not participated as members of primary societies. Rather, their spouses have dominated the membership and have represented their wives' share by proxy in the conduct of Society business.

The team found solid evidence that since the Project redesign CAAS activities have directly increased the participation of women as active Society members and their assumption of leadership positions at both Society and Union levels. A 1988 baseline study conducted by the Mission identified the membership of all societies in the country. Included in this study were many nonagricultural marketing cooperatives such as credit unions. Many of these other societies are made up predominantly of women. It was therefore difficult to establish specific data for the number of women members of agricultural societies. In addition, it was impossible to calculate the percentage of women occupying leadership positions in agricultural societies.

Although there were no baseline data available, it is apparent that participation of women in Societies in 1991 was minimal. In a baseline study of 115 primary societies conducted by SCD in 1994, by contrast, women represented 10 percent of the membership and 5.5 percent of the leadership positions. Both men and women members of five primary societies interviewed by the team clearly indicated a strong support for active participation of women as society members. Unions are strongly recommending that at least one woman be included on the primary society board of directors. Six women are now employed as WID officers at the Union level. One woman is a union manager.

Training carried out through the HRS Department carried out community mobilization workshops, leadership and management training, training of trainers, and general membership training for about 2,629 women. Advanced management training targeted 10 women managers of cooperatives for women. The training has been effective in increasing the management and leadership skills of women members. However, for training to be most effective it needs to focus on viable and sustainable economic activities that women are undertaking. The Matching Grants Program, through

matching grants to 281 primary societies and 15 women's groups, has provided this opportunity. The MGP has enabled some members of the Bugiri Women's Cooperative to increase yearly income by an estimated US\$ 650,000 per family. This enables the members to pay school fees for their children and to develop other income-generating activities. The MGP helped the members of the Katenga Primary Society to save almost US\$ 350,000 per family per year in transportation costs of maize to a mill located 17 miles away. Members now grind their own maize with a hammermill provided under the MGP.

The CAAS intervention was the first support ever in UCA for women in cooperatives. Male members are supporting women in becoming active society members, and limited evidence indicates a gain in income and improved quality of life for women and their families. The first steps of a solid foundation are laid for women to increase their role as fully participating society members; however, continued support from the Project extension is necessary to consolidate these gains in the next two years.

The Matching Grant Program

The Matching Grant Program (MGP) is the "capstone" of the CAAS Project. The direct impact of the MGP is more directly observable in terms of the effects on the primary beneficiaries of the Project. To date, a total of 296 grants have been awarded to 15 Women's cooperatives and 281 primary societies. At EOP a total of US\$ 405,078,000 was distributed as the Shilling Grant Component for purchases, US\$ 635,850,000 as the U.S. dollar component for MGP purchases, and US\$ 326,165,063 as in-country cash advances to pay for skilled labor. This is a total of US\$ 1,367,093,063 (\$1,667,187 at \$1 = US\$ 820) for an average grant of US\$ 461,856 per primary society or women's cooperative. Roofing sheets, cement, hammer mills, barbed wire, and other equipment represented the major inputs through the Project (Note Annexes G-L for EOP data).

The Coordinator of the MGP estimates that the 296 beneficiary units match represented a four-fold contribution. Construction of commodity warehouses and milling facilities dominated the outputs benefiting local societies. Some cash grants to primary societies were provided to pay for skilled labor and some materials. Inputs from primary society members was represented with labor, bricks, tile, and local building materials. The planning, monitoring, and reporting of the MGP was systematic, comprehensive, and timely. In the future, the addition of a comprehensive feasibility study to accompany each application is recommended.

The positive impact on incomes and quality of life of primary society members is outlined in three case studies outlined in Annex E. In the case of the Kashekuro Cooperative

Society, for example, the installation of a hammer mill in the building built by members provided members with a source of income. The net profit for the first year was US\$ 2,869,359. Income was used to pay members for coffee and extend loans ranging from US\$ 50,000 - 100,000. An additional US\$ 150,000 per family per year resulted from transportation savings. Women utilize the time saved (by having maize ground at the primary society mill) in growing other cash crops to supplement family household income. The women are raising soybeans, beans, and greens to supplement the family diet. The households can now pay school fees for their children. The mill benefits non-members and other organizations such as schools and churches. The mill also serves as an incentive for recruiting new members.

The objectives of the program were: (1) to rehabilitate, renovate, and/or expand storage/office space as infrastructure for the proper marketing function of primary cooperatives, and (2) to facilitate or expand income-generating activities of the societies to directly benefit the farm household. These benefits were clearly observed by the team in visits to five primary societies. In the short run the project created local employment. Income generating activity-type grants immediately resulted in increased income and improving the standard of living for members.

The long-term impacts are important to note. These impacts include (1) the creation of permanent storage for both traditional and non traditional cash crops; (2) diversification of IGA activities; (3) development of a stronger capital base, (4) development of the capacity of local manufacturers of building materials; (5) creation of a stronger member commitment to the primary society; and (6) time saving through the establishment of 80 milling projects (i.e. release of time formerly devoted to manual grinding of maize by women is now devoted to growing cash crops and soybeans for family nutrition). Workshops to train mill operators in operations and maintenance strengthened the capacity of the membership to run their operations. UCA built a positive image and created goodwill in the cooperative movement by developing a program that directly benefited the primary membership.

A number of problems were encountered. The majority of the societies lacked a sound financial base. This made the matching concept difficult to implement. This was overcome by societies contributing local materials and labor in kind to match the grant. A long-term lead time in ordering commodities was needed, especially for foreign commodities. This was partially corrected by letting local suppliers and manufacturers participate in the supply and acquisition of commodities. A number of inadequate applications and recommendations came in from the Unions. The addition of a comprehensive feasibility study coupled with

training of Union in the preparation of the studies with society members is recommended.

Direct member participation and grassroots decision making were the keys to the success of the MGP. Members were involved in each step of the process -- developing the initial plan, contributing their labor and materials, and monitoring the plan. This resulted in developing a sense of ownership. The MGP increased the capacity of the six unions and 296 women's groups and primary societies who participated.

Union Export Services (UNEX)

While the team was not supplied with a comprehensive set of final or intermediate operating reports, the progress of this unit of UCA was discussed with UCA staff and the Unions we visited. Established as a means to extend farmers' marketing operations directly into international markets, this entity generates more favorable comment than any other component of UCA. We were told by several district Union staff and directors that coffee prices obtained by participating in the UNEX program made second payments (Patronage refunds) possible last year, generating great interest in cooperatives and increased membership. We gather this has never happened before.

The UNEX entity does not buy or sell coffee on it's own account. Rather, it provides a complete array of assistance in exporting to the individual district Unions for a fee, including contacts with international buyers, documentation, letters of credit, etc. The team considers this an excellent program design, as it limits the potential for growth of another layer of cooperative bureaucracy and places the ultimate responsibility for maintaining quality standards and grades squarely back to the cooperatives where coffee, cotton, or other products are processed and sorted. We were told that this year UNEX will be self sustaining, but we have no documents supporting this. One would hope that long term strategy for UNEX includes some means of capital accumulation for weathering the effects of the inevitable down years. Diversification to include a cotton and other export business may be helpful.

The CAAS Core Committee

Since its inception the CAAS Core Committee (CCC) has been represented by UCA, USAID, and the Ministry. The CCC convenes monthly and has provided management, coordination, monitoring implementation, and general project oversight. Functions of the CCC have included: (1) approving funds requests and releasing CAAS-generated currency for cooperative-related activities; (2) reviewing cooperative movement policies and programs; (3) reviewing quarterly and annual audit reports on cooperative organizations whose programs are financed with local currency;

(4) reviewing and making recommendations to USAID with regard to the list of authorized commodities to be financed by USAID, (5) reviewing MGP applications; (6) developing overall project policy; and (7) adjusting activities as required to meet overall project goals and purposes.

As a result of interviews with key informants, it is evident that the CCC has provided effective project oversight. We identified one area that needed improvement. Complete and timely yearly reports from the Contractor's Representative and the Ministry were notably lacking. The submission of such reports would have assisted the CCC in more effectively monitoring implementation and progress of the CAAS project.

The team was asked to make recommendations regarding the future of the CCC in regard to the two-year PL 480 extension. The team recommends the continuation of the Committee. ~~It should~~ be appropriately called the PL 480 Project Review Committee. USAID, UCA, Ministry, and the PL 480 Representative should be the members of the new committee. The team recommends that a representative from the Cooperative Bank be included on the committee as a voting member. The inclusion of the PL 480 Representative is deemed essential since PL 480 funds will be financing the majority of activities planned for the next two years. The Ministry indicates that because of political and policy considerations with the cooperative movement that MIT should have continued representation.

Functions of the PL 480 Review Committee should follow those outlined in the first paragraph of this section. Increased monitoring and auditing requirements will be necessary to account for the flow of commodities, disbursements of monies to designated activities, and measurements of impacts against benchmark criteria. The PL 480 Committee will approve any loans approved by the Cooperative Bank Ltd. over US \$20,000. The team recommends that each grant request be accompanied with a complete feasibility study, and that written reports be submitted on a regular basis so that progress can be measured. Inputs could be measured in terms of materials, etc., as well as outputs such as increased production of foodstuffs, increased output of mills rehabilitated, or other activities that focus on the food security-enhancement efforts of this program.

SECTION IV: UNEXPECTED OR UNPLANNED PROJECT IMPACTS

1. One unexpected outcome noted by the team was the surprisingly strong sense of ownership and commitment of primary society members to their cooperatives. This was evidenced by responses of members to questions concerning future training needs. Members set high priorities on training in audits, accounting, business practices, and

improved agricultural practices. This is a somewhat sophisticated response which has been inculcated by the project.

2. Society members and Union management indicated a strong need for technical assistance for coffee, soybeans, sunflowers, and non-traditional crops. The Ministry of Agriculture has almost no contact with society members and, no doubt, is faced with budgetary constraints. It will be some time before even the financially strongest of the unions can afford to hire their own agronomists. The new extension initiative financed through the World Bank may offer some future possibility for technical assistance.
3. There is solid evidence that the CAAS Project has produced a positive economic impact on non-society members and neighborhood groups. Societies with new warehouses and hammermills financed under the MGP extend benefits to the entire area. Non-members can sell their products through the local societies and unions. They can bring maize to the local hammermills resulting in transportation savings relative to alternative mill sites. Release time is gained through this saving, and the time is utilized to grow additional cash crops.
4. Society members and neighbors also exhibit a high degree of understanding of the value of soybeans in the diet, and in providing nitrogen for future crops. Soybeans are intercropped with cotton, for example. Society members interviewed grew from 50 - 100 kilograms of soybeans to be utilized in their diets and the meal to be fed to livestock. Project soybeans had been distributed in these areas. Soybeans represent a potential vegetable oil source.
5. The development of the primary societies has strengthened religious integration at the local level. This fact was commented on by both Christian and Moslem members. Membership in an economically viable society tends to strengthen religious integration as a by-product of the Project.
6. We noted that many of the primary societies and unions have strengthened the capacity of their respective units. This will enable those who focus on cotton production to actively participate in the World Bank Cotton Rehabilitation effort. This will result in increased export earnings for Uganda, increased farm income, and increased seed available for making vegetable oil.
7. The team noted that annual impact assessments were planned in the project redesign. This did not happen. Comments suggest an annual assessment and the development of

comprehensive end-of-year reports with precise indicators would have proven useful in tracking project progress and more quickly ameliorating problems.

SECTION V: LESSONS LEARNED FROM THE PROJECT

1. Projects similar to the CAAS Project should be monitored closely at all stages by USAID to make certain that only a limited number of well-targeted activities are undertaken, and that these critical components are adequately funded and staffed.
2. Project design/redesign should be closely monitored by the USAID Mission to ensure that there are strong and direct linkages between the stated goals, purposes, and objectives of a project and the project activities undertaken, project component budgets, and the set of impact indicators to be used in project evaluation. Planned yearly impact assessments and reports as required in the project should be conducted.
3. The CAAS Core Committee, with representatives from UCA, MIT, and USAID, should play a stronger role in project oversight related to monitoring, evaluation, and reporting of project-related activities. With the support of selected activities under PL 480, the new PL 480 Program Review Committee should include the PL 480 Representative and a representative from the Cooperative Bank on the Committee.
4. Participant training was a well-conceived and an important project component. A reasonable mix of training funds were spent on in-country and offshore training. Selective training interventions have strengthened UCA's institutional capacity. Retaining trained personnel within UCA may become a problem. This requires that UCA look at its ability to retain qualified personnel and then take appropriate action. UCA, with donor support, must take the lead in reducing personnel losses and leadership discontinuities.
5. The project redesign contributed to refocusing the project on more specific cooperative membership and union targets. This enabled in-country training activities to strengthen understandings and skills of members of local primary societies, and improve management skills of senior managers.
6. The Matching Grants Program was the capstone of the CAAS Project. The MGP directly impacted the lives of about 100,000 members of local societies through the 296 grants. Evidence indicates these grants, coupled with other project activities, increased membership income and improved their quality of life.

7. There are strong indicators of capacity building at all levels in the Cooperative Movement. Members of primary societies have developed a stronger sense of ownership and commitment. The 6-8 Unions targeted in the redesign are more efficiently managed and economically viable. However, the Project has directly only reached about 5 percent of the primary society membership. Institution building is a long-term process, and to consolidate gains realized under the Project continued assistance is essential. The continued support in selected activities under PL 480 funding will be helpful.
8. UCA and USAID should strive to seek additional support to continue to strengthen cooperative program activities. This support might be obtained from within or through other donors such as SCC. SCC is contributing about \$2,000,000 to support UCA activities for the next two years.
9. Primary societies often lack financial capacity and strength. The MGP in the future can serve as a vehicle to strengthen the capitalization capacity of the primary societies. For example, if a society raised a minimum of US\$ 1,000,000, then through the MGP any amount (up to a maximum ceiling) over that amount raised by the society would be matched on a one-to-one basis. The primary societies would then pay off the match over time. These funds would then go into a revolving fund to assist other primary societies.
10. UCA receives substantial assistance from SCD, SEC, and Danida. The Mission should coordinate continued assistance for UCA with other donors and prioritize USAID funds for selected interventions under the PL 480 project.
11. Evidence indicates that USAID funding had a positive impact on all components of the CAAS project.
12. Comprehensive evaluations of training activities were not carried out as planned in the redesign. These types of evaluations should be an integral part of any future training efforts under the PL 480 Monetization Project.
13. For more precise monitoring under the on-going PL 480 project, a representative sample of primary societies should be selected for in-depth study. Such studies should include specific social and economic data on members. These data would enable project evaluators to track the impacts of the on-going program. These types of studies could be carried out by the Social Science Research Center at Makerere University.

ANNEX A: EVALUATION SCOPE OF WORK

ANNEX A

EVALUATION SCOPE OF WORK

COOPERATIVE AGRICULTURE AND AGRIBUSINESS SUPPORT PROJECT

I. ACTIVITY TO BE EVALUATED

The Uganda Cooperative Agriculture and Agribusiness Support (CAAS) Project is a seven year effort to assist the Government of Uganda (GOU) and the Uganda Cooperative Movement to enhance agricultural productivity and production through policy improvement, institutional development, agribusiness development, and increased input supply.

In August 1990, a midterm impact evaluation was conducted to help the USAID/Uganda Mission to revalidate the overall project design and implementation plan. As a result of the evaluation, the project was redesigned in early 1991 to ~~continue support to some of~~ re-designed to concentrate on several carefully selected major commodity/geographical area agribusiness development targets. The selected major commodity candidates were; (1) increased vegetable oil production and increased self sufficiency; (2) coffee sector development, particularly, policy and market structure changes including export privatization and improved quality to increase export earnings and the farmer's share of sales; and (3) development of carefully selected non-traditional crops for domestic and export markets.

Within the commodity/area, CAAS support would operate primarily through six to eight district cooperative unions and their best societies and through this decentralization directly serve farmers in the selected commodity/areas of focus. It also provided some support to other forms of private sector agribusiness within the selected commodity/area focus.

The CAAS project is being implemented by Agricultural Cooperative Development International (ACDI) as the prime contractor and RONCO as subcontractor. This project, as redesigned, provides less support for improving policies and institutional performance, and more for selected agribusiness development activities. The project also assists in the programming of local currency generated by both the Commodity Import Program and by a PL-480 Title II Vegetable Oil Monetization Program. The commodity import program was designed to address short-term foreign exchange constraints while increasing the availability of essential agricultural sector inputs, but because of favorable macro-economic changes in Uganda, became inviable and redundant. The evaluation will examine the Cooperative Development Project from the point at which it was redesigned to date, the Commodity Import Program up until it was discontinued, and the PL-480 financial program elements directly in support of CAAS activities.

c) stimulate agribusiness development.

The largest component of the project (\$15.2 million) was meant to relieve short-term foreign exchange constraints and increase the availability of essential agricultural inputs by importing commodities. It was anticipated that participation in the commercially oriented import program would give cooperatives an opportunity to recapitalize. The second component of the project was cooperative development. The cooperative system had been identified as the best vehicle for revitalization of commercial agriculture, although the movement was severely weakened by financial decapitalization, loss of equipment and managerial capacity and excessive focus on social services rather than business activities. The cooperative development component included five elements to address these problems: (1) policy and planning improvement with several institutions including the Uganda Cooperative Alliance; (2) cooperative accounting, audit and management improvement; (3) cooperative education and training; (4) agribusiness support to help cooperatives diversify; and (5) primary society matching grants. A contract was awarded to Agricultural Cooperative Development International (ACDI) in 1988.

The project was amended for the first time in September 1989. This amendment provided \$1 million for technical assistance to the Seed Development Corporation, Uganda, Ltd. (SEEDCO), a private company that planned to produce and market improved seeds in Uganda. The funding for commodity imports was reduced by the same amount. LOP funding was also increased by \$552,500 to fund ACDI technical assistance to manage the importation and sale of PL-480 Title II vegetable oil, the proceeds of which were to be programmed for activities supporting the CAAS Project.

The project was evaluated in August 1990 and subsequently redesigned. The second amendment, signed in May 1991, concentrated the bulk of project resources on several selected commodity and geographical areas; specifically: (1) vegetable oil production; (2) coffee sector development, particularly policy and market structure changes to increase export earnings and farmers' share of sales; and (3) development of carefully selected non-traditional crops for domestic and export markets. Within these commodity areas, the project works with 6-8 district unions and their best societies. The measures of goal and purpose achievement were revised to reflect the new focus. The major outputs of the redesigned CAAS project were:

- a) increases in quantities and values of selected crops produced and processed (coffee, oilseeds, non-traditional) in selected areas and marketed domestically or exported.
- b) a substantially enhanced ability, especially in the cooperative sector, to analyze, develop and implement intensive commodity/area programs on a larger regional or national scale for these and/or other commodities or commodity groups.

- a) Measure the increase in the utilization of key agricultural inputs,
 - b) Assess the degree to which the provision of agricultural inputs has moved to a sustainable commercial basis;
 - c) Assess the degree to which the project helped the Uganda Central Cooperative Union (UCCU) operate on a fully commercial basis.
 - d) Evaluate how many district cooperative unions have begun to market inputs on a fully commercial basis.
 - e) Measure the increase in overall agribusiness activity.
 - f) Examine the extent to which project assistance to MTI and to UCA has helped strengthen cooperative primary societies and district unions.
2. To assess what impact the project has had on the development of the three focused major commodity/area agribusiness industries identified by the 1991 project revision.
- a) Assess what effect the project had on cooperatives exporting coffee.
 - b) Assess what progress the project has made on the rehabilitation of the edible oil industry and determine if further assistance is needed and how the industry can be sustained.
 - c) Assess what progress has been made on developing selected non-traditional crops for export and recommend how it can be sustained.
3. Assess the appropriateness of the levels and mix of project interventions and the impact the interventions had on recipients.
- a) Assess the success of project interventions in responding to the key constraints to improved cooperative movement effectiveness.
 - b) Assess the degree to which project activities are impacting the farm household level. Assess the effectiveness of UCA in supporting primary societies.
 - c) Assess the success of project activities in improving the agricultural marketing policies of the COU.

V. METHODS AND PROCEDURES

The CAAS impact evaluation will take place in August, 1994. The evaluation will be undertaken in accordance with the provisions of the original CAAS Project Paper and Project Paper Supplement which calls for a final evaluation prior to completion of the project. The evaluation is a regular part of USAID project monitoring and oversight.

The AID Project Officer and the ACDI contractor's representative will in consultation with the CAAS Core Committee prepare a preliminary travel and study program for the evaluation team's guidance during the first week in Uganda.

The team will follow the format and guidelines established by USAID in the supplement to Chapter 12, AID Handbook 3, Project Assistance, Entitled, "AID Program Design and Evaluation Methodology Report No. 7". The team will use the following data collection and interview methods:

1. Review the relevant project papers, revisions and contracts, periodic reports and previous evaluation and impact assessment reports.
2. Interviews and discussions with representatives of all of the organizations involved in the project and an examination of their activity records, data analysis and conclusions. Review the financial statements and audits of the participating organizations.
3. As necessary to gather further data, visits to selected district unions and primary societies that have participated in or received benefits from CAAS Project activities.
4. Interviews which would include the following individuals: Commissioner for Cooperative Development and for Marketing, Ministry of Trade and Industry; the General Secretary, Uganda Cooperative Alliance; administrator for HRD and Matching Grant, Managers of UNEX, UCASS and UBS; the Director, National Input Coordination Unit; the Prime Contractor's representative; and the Agricultural Development Officer and the Director, USAID/Kampala.

VI. COMPOSITION OF TEAM

A three person evaluation team will include the following types of individuals:

1. Cooperative Development Specialist.

This individual should have at least 10 years of experience in cooperative related development activities of which 5 years have been in developing countries. Prior relevant professional experience in Uganda would be preferred.

ANNEX B: CAAS LOGICAL FRAMEWORK

REVISED LOGICAL FRAMEWORK

	Objectively verifiable	Means of verification	Important assumptions
<u>Project Goal</u>			
Increase the standard of living in Uganda through increased agricultural productivity and production	Measured increase in acreage under production and yields of major crops	a) National economic data b) annual project impact assessments	Levels of military disturbance and political instability do not increase
<u>Project Purpose</u>	<u>Ends of project status</u>		
To:			
a) increase agricultural productivity and production through increased supply of agricultural inputs;	a) Rates of utilization of key inputs increased by 30% over 1980-86 levels (Fertilizers, seeds,)	a) National economic data b) Annual project impact assessments c) Ag. Secretariat reporting	a) GOU adheres to IMF/IBRD reform program
b) help place input supply and marketing on a sound commercial basis; and	b) UCCU and 5-10 district unions marketing inputs on a fully commercial basis	d) UCCU and union annual report	b) MCH reduces role in input price-setting
c) stimulate agribusiness development	c) Overall agribusiness capacity utilization increases from 10-20% to 30-40%		
<u>Project outputs</u>			
1. Policy/Planning:		(same)	(same)
- Policy Analysis (UCA)	a) 5 policy studies, improved policy debate		
- " " (Planning) (MCH)			
- " " (Marketing) (MCH)	b) \$2.0 million of commodities received		
- Management systems (Com/Coop) (MCH)			
- Policy Analysis (NICU)			

REVISED LOGICAL FRAMEWORK

	Objectively verifiable	Means of verification	Important assumptions
<ul style="list-style-type: none"> - Policy units in project providing information to women's and mixed cooperatives on GOU/private sector tax regulations, transport and other policies affecting targetted sectors. 2. Additional CIP commodities such as fertilizers, tools, equipment, seeds etc. 3. Ugandan men and women trained in management, marketing and coop. dev.* 	c) Increased capacity of Ugandan men and women in Cooperatives		
<u>Project Inputs</u> <ul style="list-style-type: none"> a) Technical assistance and Training \$3,909,000 b) Commodity Import Program \$3,000,000 c) Other commodities 655,000 d) Other costs \$320,000 <hr/> <p>Total . \$7,884,000</p>	(same)	(same)	(same)

* Specific targets to be determined during preparation of WID Action Plan and detailed overall project implementation plan.

ANNEX C: REPORTS AND DOCUMENTS REVIEWED BY THE TEAM

ANNEX C: REPORTS AND DOCUMENTS REVIEWED BY THE TEAM

Amann, Victor	Activity Report ACDI CONREP, CAAS Project, October - December 1992, Uganda.
Amann, Victor	Activity Report ACDI CONREP, CAAS Project July - September 1993, Uganda.
Amann, Victor	Progress Report on the Seed Multiplication Scheme, Uganda, October 19, 1993.
Amann, Victor	Activity Report ACDI CONREP, CAAS Project October - December 1993, Uganda.
Amann, Victor	Activity Report ACDI CONREP, CAAS Project, January - March 1994. Uganda.
Amann, Victor	Activity Report ACDI CONREP, CAAS Project, April - June 1994. Uganda.
Carr, Thomas	Annual Progress Report Cooperative Agriculture and Agribusiness Support Project (CAAS), ACDI, Washington, D.C., December 31, 1989.
Carr, Thomas	Annual Progress Report Cooperative Agriculture and Agribusiness Support Project (CAAS), ACDI, Washington, D.C. December 31, 1990.
Carr, Thomas	Third Annual Progress Report, Cooperative Agriculture and Agribusiness Support Project (CAAS), ACDI, Washington, D.C., December 31, 1991.
Cooper, Sam	First Impact Assessment of The Cooperative Agricultural Agribusiness Support Project (CAAS), November 1988 - December 1989 and Determination of Baseline Indicators, USAID, Uganda, April 1990.
Eriksen, John	Uganda Cooperative Agricultural and Agribusiness Support (CAAS) Evaluation, Final report, USAID, Uganda, September 1990.
Emeire, Bubky	Kashekura Cooperative Society Matching Grant Report, Uganda, September 1994.
Kapuru, Shea	Report to the Uganda Cooperative Alliance Matching Grant, Nyamambuka Bakonjo Growers Cooperative Society, Uganda, September 1994.
King, John	The Cooperative Training and Education Needs Assessment for Uganda, ACDI, Washington, D.C. June 1988.

Ojok-Laker, Rita	The Edible Oil Subsector in Uganda, Michigan State University, East Lansing, MI. 1994.
UCA	Human Resource Development Department EOP Report, UCA, Uganda, September 1994.
USAID	Cooperative Agriculture and Agribusiness Support Project (617-0111) Project Paper Uganda, 1988.
USAID	CAAS Project Paper Supplement, Uganda, May 1991.
USAID	USAID/Kampala Semi-Annual Project Report CAAS Project for October 1, 1992 - March 31, 1993.
USAID	Operational Plan for Title II Monetization of Vegetable Oil in Uganda, U.S. Fiscal Years 1995 - 1996. Uganda, March 24, 1994
USAID	Scope of Work, Evaluation of Uganda The P.L. 480 Monetization Project, Uganda, September 1994.
UCA	Primary Cooperative Society Baseline Survey, UCA, Uganda, January 1994.
UCA	Plan of Operation for the Period 1994-1995, UCA/CRDP, Uganda, July 1994.
UCA	Five Year Training Plan for the CAAS Project, Uganda, 1989.
World Bank	Uganda Agricultural Rehabilitation Project II (World Bank/USAID), Ministry of Cooperatives and Marketing: Nationalization of Cotton Ginneries, Working Group 5 Final Report, Uganda, November 1990.

ANNEX D: INDIVIDUALS CONTACTED BY EVALUATION TEAM

ANNEX D: INDIVIDUALS CONTACTED BY EVALUATION TEAM

Dr. Victor Amman, Cooperative Development Advisor, ACDI
Mr. Dirk Van Hook, GM (Marketing), Cooperative Bank
Mr. Charles Kabuga, General Secretary, UCA
Mr. Leonard Msemakweli, Director of Projects, UCA
Mr. Ben Baseeta, Matching Grants Program, UCA
Mr. Sam Onek, Human Resources Department, UCCU
Ms. Evelyn Kamagaju Rutagwenda, UCA Statutory Services
Mr. Patrick Muumba, UCA Business Services
Mr. Duane Eriksmoen, Project Officer/CAAS, USAID
Ms. Leticia Diaz, Deputy Director, USAID
Mr. Gary Bayer, Chief Agricultural Development Officer, USAID
Ms. Susan Fine, Project Development Officer, USAID
Mr. Martin Olobo, Cooperatives and Marketing, MIT
Mr. William Maguru, Projects Coordinator, MIT
Dr. W.O. Odwongo, Head, National Inputs Coordinating Unit, BOU
Mr. Bernie Runnebaum, Monetization Program Manager, ACID
Ms. Susan Anthony, Health Consultant, USAID
Mr. Buluwa, Account, MIT
Mr. Esbon Wachemba, Marketing News Service, MIT
Mr. Matuwe, Training and Extension, MIT
Mr. Patrick Muzimya, District Manager, Mbarara Coop Union
Mr. Keth Beitionababo, Treasurer, Mbarara Coop Union
Mr. Paddy Saagi, Board Member, Mbarara Coop Union
Ms. Laura Kentwiga Nchalura, Cooperative Education & Publicity Officer, Mbarara Coop Union
Mr. S. Mbjemeira, Chairman, Board, Mbarara Coop Union
Mr. S. Batsimbe, Vice Chairman, Board, Mbarara Coop Union

Mr. M. Kwabhagure, Treasurer, Board, Mbarara Coop Union
Mr. C. Mwebaze, Secretary, Board, Mbarara Coop Union
Ms. Kyewrakomo, Board Member, Mbarara Coop Union
Mr. E. Batsikame, Board Member, Mbarara Coop Union
Mrs. V. Twikirize, Board Member, Mbarara Coop Union
Mr. N. Kihagaro, Board Member, Mbarara Coop Union
Mr. Zazok Rutehenba, Chairman, Katenga Coop Union
Mr. Nathan Byamangwoha, Vice Chairman, Katenga Coop Union
Mr. George Byensi, Secretary Manager, Katenga Coop Union
Mr. John Rwenauru, Treasurer, Katenga Coop Union
Mr. Y. Nkwata, Board Member, Katenga Coop Union
Mr. F. Kashaho, Board Member, Katenga Coop Union
Mrs. S. Nsasirwe, Board Member, Katenga Coop Union
Mrs. Ntambirwoha, Board Member, Katenga Coop Union
Mrs. A. Karagariga, Board Member, Katenga Coop Union
Mr. Baluku Siira, Director, NGCU, Nyakatonzi Coop Union
Ms. Nyamarwa Pelagia, WID Officer, NGCU, Nyakatonzi Coop Union
Mr. B. Adam Asuman, Financial Controller, NGCU, Nyakatonzi Coop Union
Mr. E. Kambese, Agricultural Manager, NGCU, Nyakatonzi Coop
Mr. C. Bwambare, Organizer, NGCU, Nyakatonzi Coop
Mr. Shem Kapuru, Secretary/Manager, Nyamambuka Coop Society
Mr. Simon Tibaijuka, Chairman, Board, Nyamambuka Coop Society
Mr. L. Bamuthengwire, Vice-Chairman, Nyamambuka Coop Society
Mr. S. Bwambale, Treasurer, Nyamambuka Coop Society
Mrs. Getrida Baluka, Board Member, Nyamambuka Coop Society
Mr. Ibrahim Kitalemi, Board Member, Nyamambuka Coop Society
Mr. B. Kamabu, Board Member, Nyamambuka Coop Society

Mr. Sikondano Muhindo, Board Member, Nyamambuka Coop Society

Mr. Balya Christopher, Board Member, Nyamambuka Coop Society

Mr. Y. K. Abainenamar, Director, Union Export Services, UCA

Mr. John Oloa, Director, Co-operative Business Advisory and Training Unit, UCA

Mr. Tom Mayega, Matching Grants, UCA

Mr. Matt Tokar, Agribusiness Specialist, UCA

Mr. C.M. Kateau, Senior Economist/CBATU, UCA

Mr. Charles Twikilize Kabiligi, District Marketing Officer, MT&I, Mbale

Mr. Bumba B. Wagole, Assistant Marketing Officer, Ministry of Industry and Trade, Mbale

Mrs. Ruth A. Nabende, Manager, Arya Estates, Mbale

Mrs. Sarah Nakendo, Chairperson, Bugiri Women's Industrial Cooperative

Ms. Aida Balikalaba, Vice Chairperson, Bugiri Women's Industrial Cooperative

Mrs. Florence Kyabukoli, Member, Bugiri Women's Industrial Cooperative

ANNEX E: CASE STUDIES

The Kashekuro Cooperative Society

The Kashekuro Cooperative Society is located in Southwestern Uganda near Kitagata. The Society was registered in 1955. The main cash crop in the area is coffee. Bananas are another major crop of importance. The membership totals 300 members including 290 men and 10 women. The Society markets coffee produced by its members through the Banyankore Cooperative Society. The Society made a profit of US 445,000 in 1993.

In 1993 the Society was awarded a matching grant through the CAAS project. The Society purchased a hammermill with the grant and matched their share with the construction of a grainmill to house the hammermill. During the first year of operation the Society milled almost 160,000 kgs of maize. The first year profit was UG 2,869,359.

The impacts of the hammermill in increasing the income and improving the quality of life of the Society members are impressive. The profit from the hammermill enables the Society to advance members for the purchase of coffee and to extend loans ranging from UG 50,000 - 100,000 to various members. In the past members had to take their maize 18 miles away to another mill. This was a weekly trip which cost UG 3,000/family. The new mill eliminates the weekly trip resulting in substantial saving of UG 150,000/family each year. The aggregate saving for the 300 members of the Society is about UG 45,000,000.

Traditionally the preparation of maize took two hours of work per day. The mill now saves local women two hours of pounding maize per day and the weekly trip to the mill located 18 miles away. The release time is being utilized by women to grow more maize, millet, and beans as cash crops. Soybeans are now grown for family consumption. It is clear that Society members recognize that soybeans supply essential protein that improves the health of the family. The release time also allows women to gather green and egg plants in the banana plantations for family consumption.

Added income now enables families to pay school fees for children, and has served as an incentive in the recruitment of new members. The project has a positive impact on other farm families and organizations in the area including churches and schools. Families and organizations can now mill their grain at the mill thus realizing a savings in transportation costs to town, and release time save by milling grain is used to grow new cash crops which are milled by the Society. The hammermill has increased incomes and improved the quality of life of the members and others in the area.

Kyambura Farming Primary Society, Richwamba

The 690 members of the Kyambura Farming Primary Society earn 90% of their cash income from the production of cotton. Cotton is produced on individual plots within a 450-acre parcel of land owned by the Society, as well as on individually owned parcels of land. Until recently, harvested cotton was stored on farms, where it posed a fire hazard, or in remote stores left by the Lint Marketing Board, which were inaccessible after rains. A store built under the Matching Grant program now allows members to collect their cotton in a central location before transporting it to the ginnery in Kasese. The store also serves a variety of other functions, including storage of other crops in the off season, attraction of new members to the Society, and as a site for training sessions and the annual general meeting.

Annual cotton production averages about 700,000 kilograms, although poor weather reduced production to 330,000 kilograms last year. At expected yields of 700 kilograms per acre and recent prices of 260 shillings per kilograms, gross returns average 182,000 shillings per acre. After paying cash costs of about 30,000 shillings per acre (primarily for plowing and chemicals), farmers realize net returns averaging more than 150,000 shillings per acre.

Because of the strength of this Society, supported in part by CAAS project activities, it has won two tractors in national competition among cotton cooperatives. Together with the tractor already owned by the Society, these allow the Society to plow members' plots on a timely basis at a cost of 13,000 shillings per acre (as opposed to the 20,000 it previously cost to hire tractor services). With about 1200 acres in cotton, members realize savings of over 8 million shillings per year. In addition, the Society plows non-members' land for a fee of 15,000 shillings per acre -- generating cash income for the Society and benefiting non-members through lower costs as well.

Bukooli Joint Women's Association, Bugiri

The Bukooli Joint Women's Association is a primary society consisting of 35 women who have received assistance from the CAAS project and from the European Development Fund (EDF). EDF assistance came in the form of a small oilseed mill after the women purchased a plot of land and raised a building in which to house the mill. Through the Cooperative Bank, CAAS provided a loan of 15 million Uganda shillings to complete construction and pay for electricity. CAAS also supplies the women with sunflower seeds, and arranged for VOCA training in maintenance and operation of the oil mill.

As a result of these initiatives, the women have begun producing about four acres of sunflower each. They find it an easy crop to produce, and can harvest two crops per year. With yields averaging 700 kilograms per acre and recent prices of 180

shillings per kilogram, gross returns average 126,000 shillings per acre. Cash costs (mostly plowing) are about 50,000 shillings per acre, so net returns average about 76,000 shillings per acre. One member (a widow) told the evaluation team that with four acres and two crops annually, sunflower production thus meant an increase of more than 600,000 shillings in her annual income. This increase allowed her to afford school fees for the seven of her 10 children who are currently in school. She was also able to build a structure in which to begin rearing about 50 chickens, and now has both chickens and eggs for home consumption and sale.

With their oil mill they can produce 20 liters of oil from 100 kilograms of sunflower seed. Since their oil is filtered it sells at a premium (about 23,000 shillings per 20-liter jerry can), and they earn a profit of about 8000 shillings per jerry can. Because of mechanical and cash-flow problems, however, many of the women sell their seed to other local millers. As a result the society has yet been unable to repay their loan.

The women have also been encouraged to produce soybeans, which most have begun doing on a small scale. Rather than selling the crop, however, they keep it for home consumption with maize and greens, recognizing its nutritional qualities.

The women have also initiated other income-generating projects. They buy cement and make concrete pit-latrines covers for sale to the district water and sanitation office, which distributes them in the surrounding community. And they have begun building concrete water tanks for "water harvesting" and for sale. Construction of a store was begun under a CAAS Matching Grant of 4 million shillings, but has been delayed by district authorities due to the hazard posed by utility poles leaning over the site.

ANNEX F: REPORTS PRODUCED UNDER THE CAAS PROJECT

CAAS PROJECT LISTING OF TECHNICAL CONSULTANCY REPORTS

<u>DATE</u>	<u>AUTHOR</u>	<u>REPORT TITLE</u>	<u>ORGANIZATION</u>
1. March/88	Richard Newberg	New Project Implementation Plans. Prepared Under the Uganda Food Production Support Project.	FPSP
2. Dec/88	Richard Newberg	CAAS Action Plan 1988/89	CAAS
3. May/89	Russ Olsen	Report of the Agricultural Inputs Advisor to the Agricultural Secretariat Bank of Uganda and Operational Work Plan.	NICU
4. July/89	Warren Enger Derrick Burgess	Oilseed Production and Processing Sector Analysis.	UCA
5. July/89	Rick D. Pierce	Management Information Systems Assessment for the Cooperative Agriculture and Agribusiness Project	MCM NICU UCCU
6. April/89	Charles Adamson	Kenaf or Roselle Production and Utilization in Uganda.	UCCU
7. Oct/89	Richard Howes	Assessment of the Marketing Department of Ministry of Cooperatives and Marketing.	MCM
8. Nov/89	Lowell Steinbrenner	Assessment of Uganda Cooperative Enterprises and Recommendations for Cooperative Light Industry Development.	UCCU
9. Dec/89	Kim Glenn	Report on Information Management for Ministry of Cooperatives and Marketing.	MCM
10. Dec/89	Winton Fuglie	Report of the Computer Systems Analyst/Programmer for National Inputs Coordination Unit.	NICU
11. Dec/89	Samuel Cooper	First CAAS Project Impact Assessment Implementation Plan 1988/89.	CAAS
12. Jan/90	Russell Read	Technical Assessment and Recomme- ndations, Masaka Fruit and Processors Ltd.	UCA MGDU
13. Feb/90	Kim Glenn	Computerized Stock Control for Uganda Central Cooperative Union.	UCCU
14. March/90	Kim Glenn	Information Management Activities and Final Recommendations for Uganda Cooperative Central Union.	UCCU
15. March/90	Gus Carlson	Financial Rehabilitation of the District Cooperative Unions.	WORLD BANK

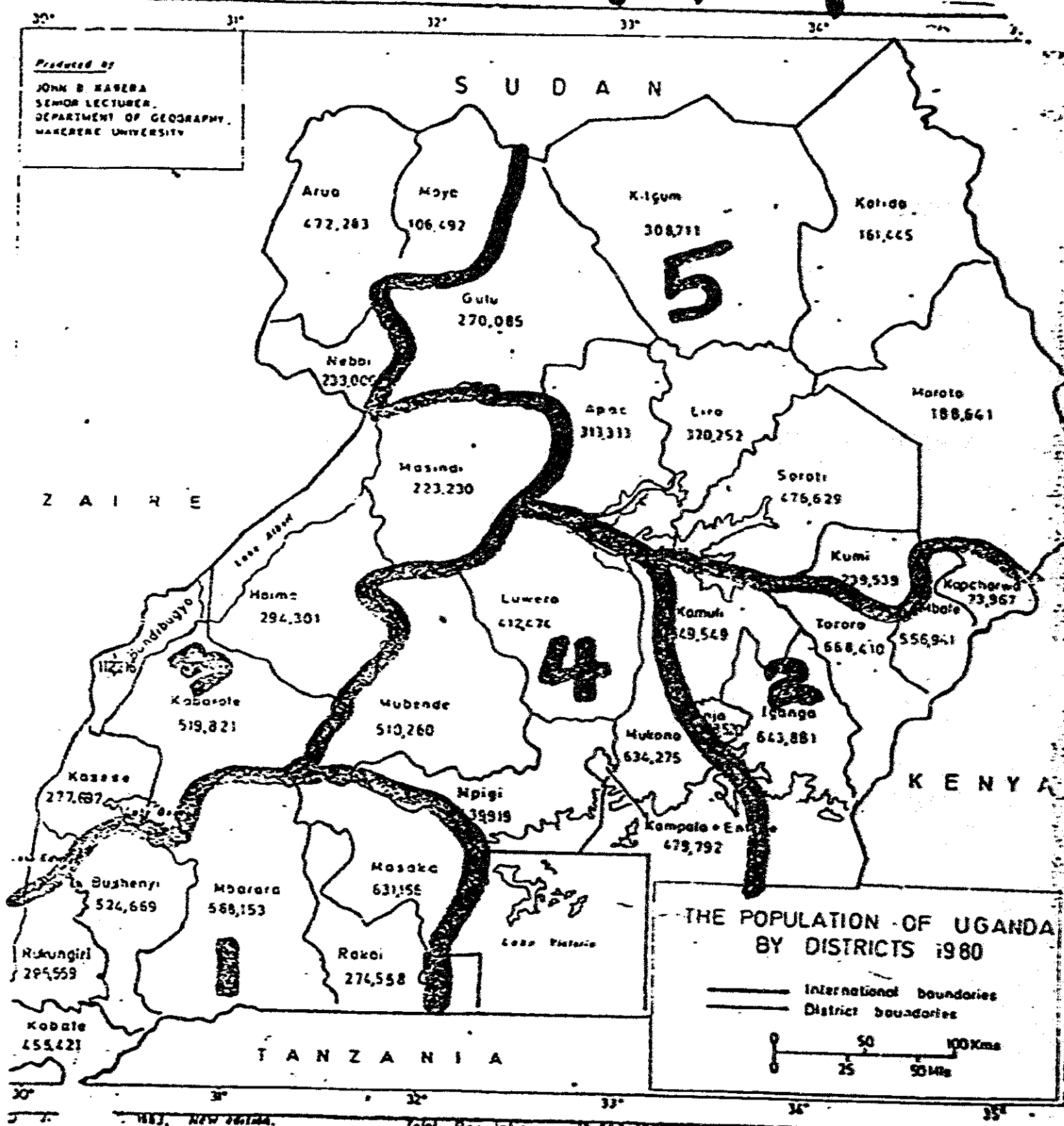
16. March/90	Sam Cooper	First Impact Assessment of the CAAS Project and Determination of Baseline Indicators.	CAAS
17. April/90	Jon Greeneisen	Business Planning Activities and Recommendations for the Uganda Cooperative Union.	UCCU
18. April/90	Anthony DiBella	Organizational Development for the Uganda Cooperative Central Union.	UCCU
19. April/90	Russel Read	Assessment of Technical Capabilities for Cooperative Export Coffee Processing.	UCA UNEX
20. May/90	John Schuller	Coffee Export Marketing Strategy.	UCA
21. May/90	H.B. Clark	Training Manual: Agro-Project Analysis and Appraisal.	UCA
22. June/90	Russel Read	Feasibility Study of the Proposed Lango Cooperative Union Oil Mill, Palango.	UCA LGDU
23. June/90	Dick Newberg	CAAS Action Plans 1990/91	UCA
24. June/90	Carl Busekist	Training Manual: Director Training	UCA
25. July/90	Douglas Marshall	Training Manual: Internal Audit	UCA
26. Oct/90	Alray Sumpter	Proposals on Taxation, Reforms for Farmer Cooperatives	UCA
27. Oct/90	Bruce Schulte	Revitalization of the Market Information System: A plan of Action.	MCM MKT DEPT.
28. Nov/90	Harold Keyser	Training Manual: Biological Nitrogen Fixation.	UCCU
29. Dec/90	Mike Selhorst	Implementing a management system for RPD/Dept, UCA.	UCA
30. Jan/91	Tony Knight	Uganda Coffee Pulpery Project	UCA
31. Jan/91	Arvin Bunker	Feasibility of Co-operative Participation in Milk Production Processing and Marketing with Special Reference to South West Uganda.	UCA
32. Jan/91	Dale Dickenson	Feasibility of Co-operative Participation in Milk Production Processing and Marketing with Special Reference to South West Uganda.	UCA
33. March/91	John Schuller	Proposed Auction System/ Liberalization of Uganda's Coffee Industry.	MCCM
34. March/91	Arvin Bunker	Strategy for Development of the Edible Oil Industry in Uganda.	UCA

35. March/91	Dick Perry	Strategy for Development of the Edible Oil Industry in Uganda.	UCA
36. May/91	Suzanne Saulniers	Strategic Plan of Action for Women Co-operative Development.	UCA
37. May/91	Bob Benton	Assessment and Recommendations for the Uganda Cooperative Central Union, Ltd. Input Procurement and Marketing System.	UCCU
38. October/91	Randolf Ackermann	Analysis and Recommendations for Organizational Structure of the	MCCM
39. Dec/91	Clive Sanders Ernest Bethe III	Coop Bank Consultancies	COOP BANK
40. Apr/92	Shaun Mann Andrew Graham Kevin Carrington	Proposal for Technical Assistance in Rebuilding and Commissioning the Central Coffee Pulper at Gibuzale, Bugisu Cooperative Union.	UCA
41. May/92	Julian Galton Fenzi	Current Simsim Marketing Situation in Uganda.	CAAS
42. Sept/92	Richard Neis	Findings Recommendations on Recapitalization of the Cooperative Bank	COOP BANK
43. Oct/92	Greg Kruise Derrick Burgess	Oilseed Processing in Uganda: A Small Scale Approach	COOP BANK
44. NOV/92	Herb Davidson	Report on South Bukedi Cooperative Tororo, Uganda.	VOCA
45. Feb/93	Vonclor	Restructuring of the Cooperative Bank	COOP BANK
46. Jan/93	Kikafunda-Twine	The Evaluation of the Biological Nitrogen Fixation Legume Management (BNF/LM) Outreach Pilot Project and Assessment of the Proposed On-Farm Production Enhancement Program (OFPEP)	CAAS
47. Mar/93	Ralph Tomerlin	Banking Systems and Operations Review of The Cooperative Bank Limited.	COOP BANK
48. 1993	Carl Bauer	Technical Specifications of the Cooperative Bank.	COOP BANK
49. Sept/93	Debra Wahlberg	Training Workshop on skills for Effective Business Negotiations.	UCA
50. Sept/93	Rico O. Cruz	Training Manual for the Operation of Small Scale Oil Press.	CAAS
51. Oct/93	Dirk B. Van Hook	Senior Credit Officer Consultancy for the Cooperative Bank Limited	COOP BANK
52. Oct/93	Tom Osborn	Initiation of the Seed Component of OFPEP, Uganda.	OFPEP

53. Jan/94	Derrick Burgess	Training Manual of Small Scale Edible Oil Mill Owners and Operators in Uganda.	CAAS
54. Feb/94	Debra Wahlberg	Training of Trainers Workshop and Negotiation Skills Workshop	UCA
55. Feb/94	Craig Hammit Jr.	An Assessment of the Activities, Control and Potential of the International Business Relations Department of the Cooperative Bank.	COOP BANK
56. Mar/94	Michael Luca	Restructuring and Recapitalization of the Cooperative Bank Limited, Kampala	COOP BANK
57. Mar/94	Robert P. Rice Robin Phillips	Commercial Viability of Snowpea Exports from Uganda.	CAAS
58. May/94	Thomas Carr Joe Flourke	Facility Design and Equipment Specifications for an Inoculant Production Enterprise.	CAAS
59. May/94	William R. Troutner	Snow Pea and Sugar Snap Commercial Viability trial in Kabele District.	CAAS
60. July/94	Tom Osborn	Seed Component of OFPEP in Uganda	OFPEP
61. July/94	Patricia Wetmore	Report and Recommendations on Establishing a Documentation Centre at Uganda Cooperative Alliance.	UCA

**ANNEX G: UCA MATCHING GRANTS -- DOLLAR COMPONENT
PURCHASES BY ZONE**

UCA MATCHING GRANT



**MATCHING GRANT PROGRAM
DOLLAR COMPONENT PURCHASES
BY ZONE**

ZONE I & II - 1990/91

ITEM	QUANTITY	COST	INVOICE AMT (i.e plus Insurance and Freight).	SUPPLIER
1. Roofing Sheets	9429		US\$ 109,478.00	Galsheet Kenya Limited.
2. Cement	9515 (476 M.T)		US\$ 85,680.00	Kenya Export Services Ltd.
3. Hammer Mills				
(a) Engine Drive	12	\$ 102,108	US\$ 152,629.00	American International
(b) Electric Drive	7	\$ 41,223		
4. Barbed Wire	300		US\$ 7,527.47	NORAMCO
5. Desk Calculators	100		US\$ 2,759.00	
6. Safes	8	P.S 6,416		
7. Weighing Scale Platform - 500 Kg)	1	P.S 1,673	P.S 9,236	Braintree Export.
8. Diesel Engine	1	\$ 4,100		
9. Catador	1	\$ 9,875	US\$ 33,870.00	North American Trade.
10. Coffee Huller	1	\$ 10,595		
11. Brick & Tile Machine	1	\$ 3,130		
TOTAL COMPONENT			405,797.47	

ZONE III - 1992/93

ITEM	QUANTITY	COST	INVOICE AMT	SUPPLIER
1. Roofing Sheets	4858		\$ 63,708.90	Galsheet Kenya Limited
2. Cement	6690 (334.5 M.T)		P.S 27,411.94	Braintree Export Ltd.
3. Hammer Mill (engine Drive)	3	P.S 14,457		Braintree Exports Ltd.
4. Animal Feed Mixer	1	P.S 3,180	P.S 20,654.00	Braintree Exports Ltd.
5. Barbed Wire	450		P.S 12,807	Sembule Steel Mills - Uganda
6. Weighing Scale (Clock type - 100 Kg)	14		P.S 5,152	Braintree Exports Ltd.
7. Water Pump	1		P.S 1,870.08	"
8. Tile & Brick Machines	4		P.S 7,101.00	"
TOTAL IN US\$			\$ 173,626.93	

MATCHING GRANT PROGRAM
Local Shilling Grant Component Purchases (UShs.)
BY ZONE
ZONE IV - 1993/94

ITEM	QUANTITY	COST	SUPPLIER
1. Hammer Mills	14	29,400,000/=	H.S Notay & Co
2. Cement	6800 (340 m.t)	51,768,400/=	Uganda Cement Industries(UCI)
3. Iron Sheets	4960	68,894,000/=	Roofclad Ltd.
4. Diesel Engines	14	85,343,400/=	Gailey & Roberts (U)Ltd.
TOTAL UG.SHS.		235,405,800/=	

ZONE V - 1994/95

ITEM	QUANTITY	COST	SUPPLIER
1. Hammer Mills	26	57,200,000/=	H.S. Notay & Co
2. Electric Motors	3	6,900,000/=	"
3. Portland Cement	8000 (400 M.T)	74,000,000/=	Magric (U) Ltd.
4. Iron Sheets	1730	31,572,500/=	Roofclad Ltd.
TOTAL UG. SHS.		169,672,500/=	
GRAND TOTAL UG.SHS		405,078,300/=	

Assume US\$ 1 = UG.Shs. 1,000 (average for period)

ZONE IV - 1993/94

ITEM	QUANTITY	COST	INVOICE AMT	SUPPLIER
1. Hammer Mills Electric Drive.	13		US\$ 43,368	H.S Notay & Co - Uganda.
2. Animal Feed Mixer	1		8,833	"
3. File & Brick Machine	1		US\$ 1,000	"
4. Electric Motors (a) 40 H.P	1		US\$ 1,833	"
(b) 15 H.P			US\$ 1,000	"
5. Diesel Engine	1		P.S 2,792.81	Unamec, Liverton Export Ltd. Eng.
TOTAL IN US \$			\$ 60,223.22	

ZONE V - 1994/95

ITEM	QUANTITY	COST	INVOICE AMT	SUPPLIER
1. Weighing Scales	117		P.S 36,385	Braintree Export Ltd. - England.
2. Calculators	200		\$ 6,000	"
3. Diesel Engines	23		P.S 56,645	"
TOTAL IN US\$			\$145,545	
GRAND TOTAL DOLLAR PURCHASES			\$785,192.62	

Note: Assume One Pound Sterling = US Dollar 1.5

ANNEX H: TYPE OF MATCHING GRANTS BY ZONE

APPENDIX H
TYPES OF PROJECTS BY ZONE

PROJECT	ZONES					TOTAL
	I	II	III	IV	V	
1. CONSTRUCTION	40	53	62	19	16	190
2. MILLING	17	8	5	22	26	78
3. TILE & BRICK MAKING	3	-	2	1	1	7
4. LIVESTOCK IMPROVEMENT	3	-	3	1	-	7
5. FARM SUPPLY BUSINESS	2	-	1	-	-	3
6. OX-PLOUGHING	-	1	-	-	7	8
7. ANIMAL FEED MIXING	-	-	1	1	-	2
8. COFFEE PROCESSING	1	-	-	-	-	1
TOTALS	66	62	74	44	50	296

ANNEX I: STATUS OF MGP COMMODITIES ORDERED BY ZONE

APPENDIX I
STATUS OF COMMODITIES ORDERED
FOR ZONE V BY AUGUST 31, A994

	Quantity Ordered	Quantity Received	Balance Not received
1. DIESEL ENGINES (for Mills)	23	23	-
2. CALCULATORS	200	200	-
3. WEIGHING SCALES	117	-	117
4. HAMMER MILLS	26	-	26
5. CEMENT	8000	2740	5260
6. ROOFING SHEETS	1730	-	1730
7. MOTOR SETS	3	-	3

ANNEX J: MGP ITEMS RECEIVED AND ISSUED

APPENDIX *J*
ITEMS RECEIVED AND ISSUED BY
31ST AUGUST 1994

ITEM	RECEIVED	ISSUED	STOCK
1. IRON SHEETS	19247	18755	492
2. CEMENT	25750	23,051	2699
3. DIESEL MILL	29	29	-
4. ELECTRO. MILL	20	12	8
5. CALCULATORS	300	31	269
6. WEIGHING SCALES	14	4	10
7. FEED MIXERS	2	2	-
8. ENGINES (DIESEL)	2	2	-
9. BARBED WIRE	750	704	46
10. SAFES	8	5	3
11. PLATFORM SCALE	1	1	-
12. MOTORS	2	2	-
13. BRICK & TILE MACHINE	5	3	2
14. WATER PUMP	1	1	-
15. COFFEE HULLER	1	1	-
16. CATADOR	1	1	-

ANNEX K: MCP PROJECTS BY ZONE

APPENDIX I
BY ZONES, DISTRICTS AND UNIONS

ZONE	DISTRICTS	UNIONS	NO. OF PROJECTS	TOTAL PROJECTS BY UNION
I	1. Bushenyi	Banyankole Kweterana	8	
	2. Mbarara	Banyankole Kweterana	10	
	3. Ntungamo	Banyankole Kweterana	10	28
	4. Kabale	Kigezi Coop. Union	14	
	5. Kisoro	Kigezi Coop. Union	1	15
	6. Rukungiri	Kigezi Dist. Coop. Union	5	5
	7. Masaka	Masaka coop union	15	
	8. Rakai	Masaka coop union	2	
	9. Kalangala	Masaka coop union	1	18
II	10. Jinja	Busoga coop union	6	
	11. Iganga	Busoga coop union	14	
	12. Kamuli	Busoga coop union	6	26
	13. Tororo	South Bukedi coop .U.	17	17
	14. Mbale	Bugisu coop union	15	15
	15. Pallisa	North Bukedi	4	4
	16. Kapchorwa	Sebei coop union		
III	17. Moyo	Madi coop union		
	18. Arua	W. Nile Tobacco & Central W.N.C.U	27	27
	19. Nebbi	S. West coop union	4	4
	20. Masindi	Bunyero coop union	3	3
	21. Hoima	Kitara coop union	10	10
	22. Kibale	Kakumiro coop union	7	7
	23. Kabarole	Kabarole coop union	6	6
	24. Kasese	Nyakatonzi coop union	9	9
	Bundibugyo	Swamba Rewanzi C.U	8	8
IV	26. Mukono	East Mengo Coop .U.	10	
	27. Luwero	East Mengo Coop.U.	8	18
	28. Mpigi	West Mengo Coop .U.	9	
	29. Kampala/Entebbe	West Mengo Coop.U.	7	16
	30. Mubende	Wamala C. Union	7	
	31. Kiboga	Wamala	3	10
V	32. Lira	Lango C. Union	4	
	33. Apac	"	11	15
	34. Gulu	West Acholi C. Union	16	16
	35. Kitgum	East Acholi	9	9
	36. Soroti	Teso C. Union	6	
	37. Kumi	"	4	10
		TOTAL	296	296

ANNEX L: MGP FOR WOMEN'S COOPERATIVES

**MATCHING GRANT PROGRAM
WOMEN COOPERATIVES
LOCATION AND TYPE OF PROJECT**

PRIMARY	DISTRICT	PROJECT
1. Kibatsi S & C	Ntungamo	Farm Supply
2. Buhweju Bakyara	Bushenyi	Construction
3. Mateete	Masaka	Milling
4. Kiryansaka	Masaka	Construction
5. Bugiri	Igannga	Construction (for oil milling project)
6. Kitagwenda Bakyara	Kabarole	Construction
7. Baana Bheka	Bundibugyo	Construction (for oil milling)
8. Kihande Women	Masindi	Brick & Tile making
9. Bulumagi	Mukono	Diary Farming
10. Tweekembe	Luwero	Construction
11. Kabowa Women	Kampala/Entebbe	Construction (for Poultry)
12. Kiyenje	Bushenyi	Farm supply (for Diary farming)
13. Ojwina Purdeke Kwoc	Lira	Construction
14. Bungatira	Gulu	Construction
15. Kweyo Women	Gulu	Construction

ANNEX M: CAAS OFFSHORE TRAINING PROGRAM SUMMARY

REVISED ON JUNE 30, 1989

C A A S T P A I N I N G P R O G R A M

PIOP SUMMARY

PIOP #	NAME	PLACE OF STUDY	DURATION IN WEEKS	EST. COST	CUM TOTAL	ACTUAL COST	TRG. DATES	REMARKS
1. 89001	C. FABUGA (UCA)	U.S.A	4 WEEKS	\$5,000	\$5,000	\$4,761	JANUARY 1989	
2. 89002	J. MWAIJA (CM)	ARUSHA	3 WEEKS	\$3,500	\$8,500	\$2,530	MARCH 6, 1989	
3. 89003	C. ASINO (CD)	ARUSHA	3 WEEKS	\$3,500	\$12,000	\$2,530	MARCH 6, 1989	
4. 89004	E. ONEGA (UCA)	MADISON	12 WEEKS	\$8,000	\$20,000	\$13,779	AUGUST 1, 1989	
5. 89005	M. MAWANGA (UCCU)	ARUSHA	4 WEEKS	\$3,500	\$23,500	\$3,000	APRIL 3, 1989	
6. 89005	A. IDUHUURA (UCCU)	ARUSHA	4 WEEKS	\$3,500	\$27,000	\$3,000	APRIL 3, 1989	
7. 89006	L. MSENAMWELI (UCA)	KENYA	4 WEEKS	\$6,500	\$33,500	\$6,889	JUNE 25, 1989	
8. 89006	E. UACHENGA (CM)	KENYA	4 WEEKS	\$6,500	\$40,000	\$6,500	JUNE 25, 1989	
9. 89006	L. BYENSI (PU)	KENYA	4 WEEKS	\$6,500	\$46,500	\$6,500	JUNE 25, 1989	
10. 89006	W. SEIFUMA (USAID)	KENYA	4 WEEKS	\$6,500	\$53,000	\$6,500	JUNE 25, 1989	
11. 89007	J. LUGENWA (PU)	ARUSHA	6 WEEKS	\$3,500	\$56,500	\$3,500	APRIL 3, 1989	
12. 89009	G. MUKAMA (ED)	ARUSHA	3 WEEKS	\$3,500	\$60,000	\$3,750	JUNE 12, 1989	
13. 89010	E. ENYAMU (UCTU)	U.S.A	4 WEEKS	\$8,000	\$68,000	\$7,084	JULY 3, 1989	
14. 89011	M. NANSUBUGA (UCSCU)	ITALY	24 WEEKS	\$1,500	\$69,500	\$1,207	APRIL 17, 1989	
15. 89012	B. NAKINTU (UCA)	KENYA	4 WEEKS	\$3,500	\$73,000	\$3,200	APRIL 17, 1989	
16. 89013	A. BAGAMBA (UCSCU)	U.S.A	6 WEEKS	\$10,000	\$83,000	\$6,639	AUGUST 28, 1989	
17. 89013	J. KIKAIPE (COOP BANK)	U.S.A	6 WEEKS	\$10,000	\$93,000	\$6,639	AUGUST 28, 1989	
18. 89014	J. BINAYISA (UCCU)	U.S.A	4 WEEKS	\$6,500	\$99,500	\$7,084	JULY 3, 1989	

FILE #	NAME	PLACE OF STUDY	DURATION IN WEEKS	EST. COST	CUM TOTAL	ACTUAL COST	TRG. DATES	REMARKS
19. 89015	E. BYARUGABA (CO)	CANADA	8 WEEKS	\$2,518	\$102,016	\$1,300	JUNE 1, 1989	
20. 89016	H. NAFUMBI (UCCU)	LOME	1 WEEK	\$2,000	\$104,016	\$2,007	MAY 1989	
21. 89017	P. RUAMPORORO (NICU)	U.S.A	5 WEEKS	\$8,000	\$112,016	\$8,309	JUNE 12 1989	
22. 89018	C. TUNACUNGURWA (NICU)	U.S.A	6 WEEKS	\$10,000	\$122,016	\$9,009	JUNE 26 1989	
23. 89020	SAM KASAMBA (UCA)	ARUSHA	3 WEEKS	\$2,000	\$124,016	\$2,000	JULY 2 1989	
24. 89021	MUKOZA-KIFUSE (NICU)	U.S.A	6 WEEKS	\$10,000	\$134,016	\$9,009	JUNE 26 1989	
25. 89022	CHARLES KABUGA (UCA)	FRANCE	1 WEEK	\$1,325	\$135,341	\$1,425	JUNE 4 1989	
26. 89023	FULANI WAFULA (UCA)	NEW YORK	2 WEEKS	8,000	\$141,341	\$8,611	JULY 9 1989	
27. 89024	KATONGOLE E. (UCA)	U.K	12 WEEKS	\$10,000	\$151,341	\$10,000	OCT. 3, 1989	
28. 89025	SAM OGINGWA (UCCU)	ARUSHA	3 WEEKS	\$3,000	\$154,341	\$3,000	AUG. 7, 1989	
29. 89026	M. ABIRU BIRUMA (MCM)	U.S.A	144 WEEK	\$1,500	\$155,841	\$1,268	AUG. 12, 1989	
30. 89027	E. BUSINGYE (CO-MCM)	U.S.A.	8 WEEKS	\$13,000	\$168,841	\$11,000	MAY 30, 1990	
31. 89028	M. WAMALA (COOP.BANK)	U.K	10 WEEKS	\$14,000	\$182,841	\$14,000	SEPT. 16, 1989	
32. 89029	OGINGWA (UCCU)	NAIROBI	1 WEEK	\$800	\$183,641	\$800	SEPT. 10, 1989	
33. 89029	OHABA (UCCU)	NAIROBI	1 WEEK	\$800	\$170,925	\$800	SEPT. 10, 1989	
34. 89030	BATARINYEBA (CO-MCM)	U.S.A	3 WEEKS	\$7,333	\$190,974	\$7,474	NOV. 25, 1989	
35. 89030	WILLIAM OKOROI (UCCU)	U.S.A.	3 WEEKS	\$7,333	\$198,307	\$7,474	NOV. 25, 1989	
36. 89030	R. NSHEKANIABO (UCA)	U.S.A.	3 WEEKS	\$7,334	\$205,641	\$7,474	NOV. 25, 1989	
37. 89031	S. WASSWA (PU - MCM)	HARARE	3 WEEKS	\$3,500	\$209,141	\$3,500	NOV. 11, 1989	
38. 89032	A. MAKATA (UCA)	SWAZILAND	1 WEEK	\$2,000	\$211,141	\$1,745	DEC. 4, 1989	
39. 89033	OWECCHO (MO - MCM)			\$36	\$211,177	\$36	JAN. 01, 1990	
40. 89034	CHARLES KABUGA (UCA)	U.S.A	1 WEEK	\$3,500	\$214,677	\$3,500	JAN. 13, 1990	

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C A A 3 T P A I N I N G P R O G R A M S Cont.,.

FIG. #	NAME	PLACE OF STUDY	DURATION IN WEEKS	EST. COST	CUM TOTAL	ACTUAL COST	TRG. DATES	REMARKS
41. 89035	G. DABONGO (UCA)	APUSHA	3 WEEKS	\$3,300	\$217,577	\$3,300	MARCH 5, 1990	
42. 89036	KENNETH ODUR (UCA)	KEITA	3 WEEKS	\$4,200	\$222,177	\$4,200	MARCH 12, 1990	
43. 89037	M. OBUMA (UCA)	KEITA	3 WEEKS	\$4,200	\$226,377	\$4,200	MARCH 30, 1990	
44. 89038	S.M. FADOU (UCA)	KEITA	3 WEEKS	\$3,200	\$229,577	\$3,200	MARCH 12, 1990	
45. 89039	JOHN LUGENIA (MCM)	KEITA	4 WEEKS	\$6,500	\$236,077	\$6,500	JUNE 17, 1990	
46. 89040	R. MUTABAPURA (MCM)	SWAZILAND	4 WEEKS	\$7,500	\$243,577	\$7,500	APRIL 23, 1990	
47. 89041	SSEMAHULA (UCA)	U.S.A.	4 WEEKS	\$10,000	\$253,577	\$10,000	APRIL 22, 1990	
48. 89041	TRYEBWA (UCA)	U.S.A.	4 WEEKS	\$10,000	\$263,577	\$10,000	APRIL 22, 1990	
49. 89042	WILLY ODONGO (NICU)	U.S.A.	6 WEEKS	\$10,500	\$274,077	\$10,000	JULY 10, 1990	
50. 89043	BASISA MBUPUTSU (UCA)	APUSHA	4 WEEKS	\$2,350	\$276,927	\$2,350	APRIL 1, 1990	
51. 89044	OPUGUMA J. (UCA)	U.S.A.	4 WEEKS	\$10,000	\$286,927	\$10,000	MARCH 23, 1990	
52. 89045	BEYANGA M. (COMCM)	CANADA	24 WEEKS	\$2,300	\$289,227	\$2,300	MAY 1990	
53. 89046	MAHIRAGABA S. (MCM)	U.S.A.	6 WEEKS	\$9,000	\$298,227	\$9,000	AUGUST 1990	
54. 89047	ROSE MADUNGA (UCCU)	U.S.A.	5 WEEKS	\$14,000	\$303,227	\$14,000	APRIL 23, 1990	
55. 89048	MUKOZA-KIFUSE (NICU)	NIGERIA	2 WEEKS	\$2,000	\$305,227	\$2,000	APRIL 23, 1990	
56. 89049	WILLIAM OKOROI (UCCU)	ZIMBABWE	1 WEEK	\$740	\$305,967	\$740	APRIL 24, 1990	
57. 89050	E. KAMAGAJU (UCA)	KENYA	1 WEEK	\$750	\$306,717	\$750	MAY 05, 1990	
58. 89051	IDUNGU PHISIANO (UCA)	U.K.	1 WEEK	\$2,650	\$309,367	\$2,650	MAY 12, 1990	
59. 89051	MUYIYI PATRICK (UCA)	U.K.	1 WEEK	\$2,650	\$312,017	\$2,650	MAY 12, 1990	
60. 89051	SSEKUMA EDWARD (UCA)	U.K.	1 WEEK	\$2,650	\$314,667	\$2,650	MAY 12, 1990	
61. 89052	BYENTARO Y. (UCA)	U.K.	1 WEEK	\$2,650	\$317,317	\$2,650	MAY 12, 1990	
62. 89054	JOY BINAYISA (UCCU)	NAMIBIA	2 WEEKS	\$5,000	\$322,317	\$5,000	JULY 2, 1990	
63. 89055	WILLIAM EKALLO (UCCU)	ZIMBABWE	4 WEEKS	\$4,600	\$326,917	\$4,600	JUNE 11, 1990	
64. 89055	JIMMY NUKASA (UCCU)	ZIMBABWE	4 WEEKS	\$4,600	\$331,517	\$4,600	JUNE 11, 1990	

PIOP	NAME	PLACE OF STUDY	DURATION IN WEEKS	EST. COST	CUM TOTAL	ACTUAL COST	TRG. DATES	REMARKS
65. 89056	JOHN KIWAHUKA (UCCU)	ARUSHA	4 WEEKS	\$3,350	\$391,867	\$3,350	JUNE 18, 1990	
66. 89058	J. BAGARUMAYO (UCA)	U.K.	36 WEEKS	\$22,780	\$357,647	\$22,780	OCT. 2, 1990	
67. 89059	OCHAU OTUHA (UCA)	SPAIN	1 WEEK	\$2,800	\$360,447	\$2,800	SEPT. 18, 1990	
68. 89060	J. PUHWEZA (UCA)	U.S.A.	52 WEEKS	\$30,800	\$391,247	\$30,800	SEPT. 22, 1990	
69. 89061	K. BAITWABABO (UCCU)	U.S.A.	3 WEEKS	\$6,470	\$397,717	\$6,470	NOV. 25, 1990	
70. 89061	S. PUGATSIMBAHA (UCA)	U.S.A.	3 WEEKS	\$6,470	\$404,187	\$6,470	NOV. 25, 1990	
71. 89061	J. KASULE (UCA)	U.S.A.	3 WEEKS	\$6,470	\$410,657	\$6,470	NOV. 25, 1990	
72. 89061	A. WAIBALE (UCA)	U.S.A.	3 WEEKS	\$6,470	\$417,127	\$6,470	NOV. 25, 1990	
73. 89061	K. OLUPOT (UCA)	U.S.A.	3 WEEKS	\$6,470	\$423,597	\$6,470	NOV. 25, 1990	
74. 89061	F. NYAKANA (UCA)	U.S.A.	3 WEEKS	\$6,470	\$430,067	\$6,470	NOV. 25, 1990	
75. 89061	R. OWINY-OPIO (UCA)	U.S.A.	3 WEEKS	\$6,470	\$436,537	\$6,470	NOV. 25, 1990	
76. 89062	D. ODAMULIRA (UCA)	KENYA	4 WEEKS	\$1,112	\$437,649	\$1,112	NOV. 4, 1990	
77. 89063	W. MAGURU (CO-MCM)	ARUSHA	4 WEEKS	\$2,425	\$440,074	\$2,425	NOV. 25, 1990	
78. 89064	D. TUMUSIME (UCA)	U.K.	26 WEEKS	\$19,830	\$459,904	\$19,830	JAN. 15, 1991	
79. 89065	G. RWAMWENARE (UCA)	U.K.	52 WEEKS	\$16,341	\$476,245	\$16,341	JAN. 15, 1991	
80. 89066	VINCENT BITATURE	U.S.A.	4 WEEKS	\$9,100	\$485,345	\$9,100	MARCH 11, 1991	
81. 89067	O. MULONDO (MO-MCM)	ARUSHA	4 WEEKS	\$3,300	\$488,645	\$3,300	MARCH 3, 1991	
82. 89068	E. KAMAGAJU (UCA)	KENYA	1 WEEK	\$776	\$489,421	\$776	MAY 7, 1991	
83. 89069	HENRY ONABA (UCCU)	U.S.A.	12 WEEKS	\$11,900	\$501,321	\$11,900	AUG. 26, 1991	
84. 89070	MARY BUKENYA (UCSU)	U.S.A.	3 WEEKS	\$1,018	\$502,339	\$1,018	JULY 27, 1991	
85. 89071	S. W. KADDU (CO-BANK)	U.S.A.	12 WEEKS	\$11,900	\$514,239	\$11,900	AUG. 26, 1991	
86. 89072	M. NANSUBUGA (UCSU)	U.S.A.	1 WEEK	\$3,254	\$517,493	\$3,254	JULY 6, 1991	
87. 89073	W.A. EKALLO (UCCU)	ARUSHA	4 WEEKS	\$3,430	\$520,923	\$3,430	JULY 21, 1991	
88. 89075	ANDREW MBANGI (UCCU)	NAMIBIA	4 WEEKS	\$7,750	\$528,673	\$7,750	AUGUST 19, 91	
90. 89078	OCOCH YEKO (UCCU)	U.S.A.	8 WEEKS	\$13,200	\$541,873	\$13,200	OCTOBER 9, 91	
91. 89082	MUHANGI FRANCIS (UCA)	U.S.A.	8 WEEKS	\$1,095	\$542,896	\$542,896		

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91. 89079	EVELYN KAMAGAJU (UCA)	KENYA	1 WEEK	\$220	\$542,093	\$220	JUNE 22, 1992
92. 89080	SARAH KABUDDE (UCA)	ISRAEL	3 WEEKS	\$1,042	\$543,135	\$1,042	JUNE 22, 1992
93. 89081	AUDITORS (UCA)	CIA EXAMS	2 DAYS	\$1,212	\$544,347	\$1,212	JUNE 22, 1992
94. 89082	MURANGI FRANCIS (UCA)	U.S.A.	6 WEEKS	\$11,059	\$555,406	\$11,059	JUNE 22, 1992
95. 89082	MUJERRE NEGEZA (UCA)	JAPAN	1 WEEK	\$3,548	\$558,954	\$3,548	OCT. 20, 1992
96. 89083	CHARLES KABUGA (UCA)	U.S.A.	1 WEEK	\$3,876	\$562,830	\$3,876	APRIL 28, 1993
97. 89084	UCA AUDITORS	KENYA	3 WEEKS	\$3,134	\$565,964	\$3,134	MAY 11, 1993
98. 89085	BEN BASKETA (UCA)	U.S.A.	3 MONTHS	\$12,364	\$578,328	\$12,364	AUG. 23, 1994
99. 89086	SAMUEL WANUYU (UNEX)	U.S.A.	5 WEEKS	\$9,080	\$587,408	\$9,080	JUNE 20, 1993
100. 89083-A	DUCK B'LEO (UCA)	ISRAEL	9 WEEKS	\$1,023	\$588,431	\$1,023	JUNE 14, 1993
101. 89087	S. KAMIRAGABA (UCA)	U.S.A.	5 WEEKS	\$12,755	\$601,186	\$12,755	JUNE 20, 1993
102. 89088	M. YEFULA (COOP.BANK)	U.S.A.	2 WEEKS	\$4,703	\$605,889	\$4,703	APRIL 10, 1994
103. 89089	M. OLOBO (MINISTRY)	U.S.A.	6 WEEKS	\$13,511	\$619,400	\$13,511	MAY 30, 1994
104. 89090	UCA AUDITORS	KENYA	3 WEEKS	\$4,772	\$624,172	\$4,772	MAY 9, 1994
105. 89091	CHARLES MOWINE	HAWAII	4 WEEKS	\$13,610	\$637,782	\$13,610	AUGUST 1, 1994
106. 89092	GOOFREY MSUBUGA	U.S.A.	4 WEEKS	\$9,842	\$647,624	\$9,842	AUG. 12, 1994

ANNEX N: SUMMARY OF IN-COUNTRY COURSES

IMPLEMENTATION PROGRESS AND ACCOMPLISHMENTS.

RURAL EDUCATION

NUMBER OF COURSES AND ATTENDANCE FOR THE PERIOD COVERED 1ST AUGUST, 1990 - 31ST AUGUST, 1994.

ACTIVITY	PLANNED COURSES	COURSES ACCOMPLISHED	%AGE ACCOMPLISHED	PLANNED OUTPUT TARGET	OUTPUT ACCOMPLISHED	%AGE ACCOMPLISHED ACHIEVED	COMMENTS REASONS FOR DEVIATION
General Membership Training (GNT).	6,336	789	13%	316,800	53,495	16.8 (17%)	About 50% of the unions participated
Committee Members Training (CNT)	1,584	335	21%	71,280	20,545	28	- do -
Secretary Managers Training (SMT)	528	83	16%	21,120	2,753	13	- do -
Training of Trainers (TOT)	9	9	100%	250	240	96	These courses were directly conducted by Rural Education Section as part of the quarterly work plan.

ANNEX O: SUMMARY OF SENIOR MANAGEMENT TRAINING COURSES

IMPLEMENTATION PROGRESS AND ACCOMPLISHMENTS

SENIOR MANAGEMENT TRAINING.

Number of Courses and Attendance for the Period Covered 1989 - 31st August, 1994.

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COURSE TITLE	PLAINED			EXECUTED			%AGE EXECUTED		
	Courses	Unions	People	Courses	Unions	People	Course	Unions	People
1. Organisation and Goals	9	38	344	18	36	1,025	200%	95%	298%
2. Planning	15	38	344	2	16	35	13	42	10
3. Board of Directors	20	38	387	6	30	189	30	79	49
4. Seminar Management	4	38	100	2	9	32	50	24	32
5. Accounts	19	38	455	5	20	78	20	53	17
6. Auditing	5	38	115	2	21	49	40	55	43
7. Production	33	34	1,050	3	14	61	9	41	6
8. Tobacco	2	3	80	-	-	-	-	-	-
9. Transport	7	34	210	-	-	-	-	-	-
10. Farm Supply Shop	6	34	60	-	-	-	-	-	-
11. Co-operative Bank	6	34	120	1	10	28	16	29	23
12. Computer Training	40	34	736	5	9	39	13	26	5
13. Insurance	10	1	11	-	-	-	-	-	-
14. Stores Management	3	34	60	1	9	11	33	26	18
15. Overseas Training	15	34	100	19	25	46	127	74	46
TOTAL	194		4,172	63		593	32%		38%

**ANNEX P: EXAMPLE OF COUNTRY-WIDE COMMODITY PRICES
COLLECTED BY MIST'S MARKETING NEWS SERVICE**

MINISTRY OF TRADE & INDUSTRY - MARKETING DEPARTMENT.

COUNTRY - WIDE COMMODITY PRICES FOR WEEK ENDING3/9/94

COMMODITY/TOWNS	KAMPALA	KBALLE	MURUNDU	JINJA	P/PORTAL	HOIMA	ALUA	MASAKA	MBARARA	MASIND	KABALE	LIRA	KUMI	KASESE	SOROTI
MATooke	farm : 4,000	800		1,200	1,700	1,300	1,000	1,300	1,800	1,600	1,600	800		1,300	
MEDION/	w/sale : 3,000	4,500	1,800	3,000	2,500	2,400	2,300	1,800	2,400	2,400	2,600			1,800	4,500
(15-20KG)	retail : 3,300	5,000	2,100	4,000	3,300	2,800	3,000	2,800	2,500	3,000	3,000	1,500		2,300	5,500
DRY	farm : 60	60	70	70	70	90	80	90	60	100	60			70	
HAIR	w/sale : 12,000	8,000	8,000	10,000	12,000	9,000	13,000	11,000	12,000	8,000	15,000	8,000		8,000	11,000
GRAIN	retail : 160	100	90	150	170	200	220	140	200	100	150	100		150	150
DRY	farm : 120		120	220	180	130		190	180	200	120	150	150		
MILLET	w/sale : 17,000	16,000		17,000	27,000	22,000	22,000	22,000	21,000	22,000	23,000	13,000	17,000	20,000	15,000
GRAIN	retail : 250	200		280	320	280	240	250	300	260	300	150	200	250	170
DRY	farm : 45		100	160	250	100		100	120	140	60	70	100		
SOURGHUM	w/sale : 15,500	5,000		15,000	20,000	32,000	14,000	20,000	13,000	15,000	15,000	11,000	9,000	13,000	8,000
GRAIN	retail : 230	80		200	240	450	230	230	280	200	200	120	125	150	100
	farm : 300		350		650	430						450	400		
RICE	w/sale : 56,000	38,000	65,000	45,000	60,000	75,000	48,000	50,000	68,000	65,000	75,000		48,000	65,000	45,000
	retail : 700	500	700	500	700	900	500	700	800	700	800	600	550	750	500
ONE	farm : 250	250	200	300	230	130	230	270	300	260	300			220	
COLOUR	w/sale : 32,000	29,000	27,000	35,000	35,000	27,000	23,000	27,000	32,000	35,000	29,000	32,000	34,000	25,000	30,000
BEANS	retail : 400	300	300	400	400	330	320	450	450	400	300	350	350	350	350
	farm : 650	500	750	450	630	480	650	660	600	600	600	600	350	400	
GROUND	w/sale : 68,000	80,000	60,000	90,000	55,000	68,000	52,000	75,000	65,000	65,000	80,000	63,000	48,000	55,000	50,000
NUTS	retail : 850	850	800	1,000	600	750	800	900	800	700	900	650	600	700	600
	farm : 300		350		280	300			300		330				
SINSIN	w/sale : 38,000	37,000	50,000	50,000		35,000	36,000		35,000		35,000	44,000		30,000	
	retail : 600	400	700	600		500	600		600		400	500		350	
	farm : 320		350	300	270		400		300		330		350		
SOYA	w/sale : 34,000	38,000		40,000	45,000	32,000		50,000		35,000		34,000	45,000	45,000	30,000
BEANS	retail : 500	400		500	400	400		700		400		350	500	600	400
DRY	farm : 350			650				400		450					
FIELD	w/sale : 63,000	45,000	70,000	65,000	75,000		60,000	55,000		50,000				45,000	
PEAS	retail : 850	500	800	800	800		800	700		500				600	
	farm : 300			250								225		25,000	
COVPEAS	w/sale : 35,000			33,000								21,000			
	retail : 400			450								400		300	
	farm : 150														
WHEAT	w/sale : 25,000									10,000					
GRAIN	retail : 210														

FAIR GATE / RETAIL PRICE: UG.SHS. per KG.

WHOLESALE PRICE: UG.SHS. per 100KG BAG.

MR. G. O. LADEGI

MARKETING NEWS SERVICE
MINISTRY OF TRADE & INDUSTRY

ANNEX Q: GOU CONTRIBUTION TO THE CAAS PROJECT

TELEGRAMS.....
Telephone: 259785, 256395, 258202
Telex: 61183 COPMART UG.
Fax: 254077



THE REPUBLIC OF UGANDA

MINISTRY OF TRADE AND
INDUSTRY
P.O. BOX 7103
KAMPALA, UGANDA

IN ANY CORRESPONDENCE ON
THIS SUBJECT PLEASE QUOTE NO.....

MEMORANDUM

To: Dr. VIC AMANN
ACDI/Prime Contractor's Representative
CAAS Project
Uganda Cooperative Alliance
KAMPALA.

RE: GOVERNMENT OF UGANDA CONTRIBUTION TOWARDS CAAS PROJECT:

As requested by the current CAAS project Evaluation team, I hereby forward to you details on local counterpart funds availed by Government of Uganda to facilitate the operation of the CAAS project. As you may realise, Government made a total cash contribution of Shs.665,915,800/= over the project life period to cover staff allowances, operation and maintenance of vehicles attached to the project both at Headquarters and in the field. The vehicles were mainly those procured under Food Production Support project and were slotted into the CAAS project. Our field staff used these vehicles to supervise and monitor project activities during the life of the CAAS project. The other items included training of staff and office expenses.

It should further be noted that Government offered office space and furniture at headquarters for the project Coordination unit which was responsible for implementation of the project. We have estimated a total sum of Shs.168,000,000/= as an additional contribution to the project. Therefore, Government of Uganda made a total contribution of Shs.833,915,800/=. It was however, expected to contribute an equivalent of US \$7M. This low level of contribution was caused by general budgetary constraints and various economic reforms introduced by Government during the life of the project. I trust you will pass this information to the Evaluation Team.


Martin Olobo
DIRECTOR COOPERATIVES & MARKETING.

c.c. Projects Coordinator.

GOVERNMENT OF UGANDA CONTRIBUTION TOWARDS CAS PROJECT.

1. FINANCIAL YEAR	STAFF ALLOW.	VEHICLE O & M	OFFICE EXPENSES	TRAINING	TOTAL	
1989/90	11,023,000=	78,970,000=	6,494,000=	-	96,487,000=	
2. 1990/91	20,540,000=	106,653,400=	6,389,000=	-	133,582,400=	
3. 1991/92	36,569,000=	117,525,400=	6,718,000=	6,313,000=	167,125,400=	
4. 1992/93	28,189,000=	89,432,000=	7,628,000=	18,101,000=	143,350,000=	
5. 1993/94	24,174,000=	49,195,000=	8,374,000=	20,695,000=	102,438,000=	
6. 1994/95	8,700,000=	12,460,000=	1,773,000=	-	22,933,000=	
	129,195,000=	454,235,800=	37,376,000=	45,109,000=	665,915,800=	
7. Office accommodation & Furniture from July 1988 - June 1994					168,000,000=	
Total.					833,915,800=	